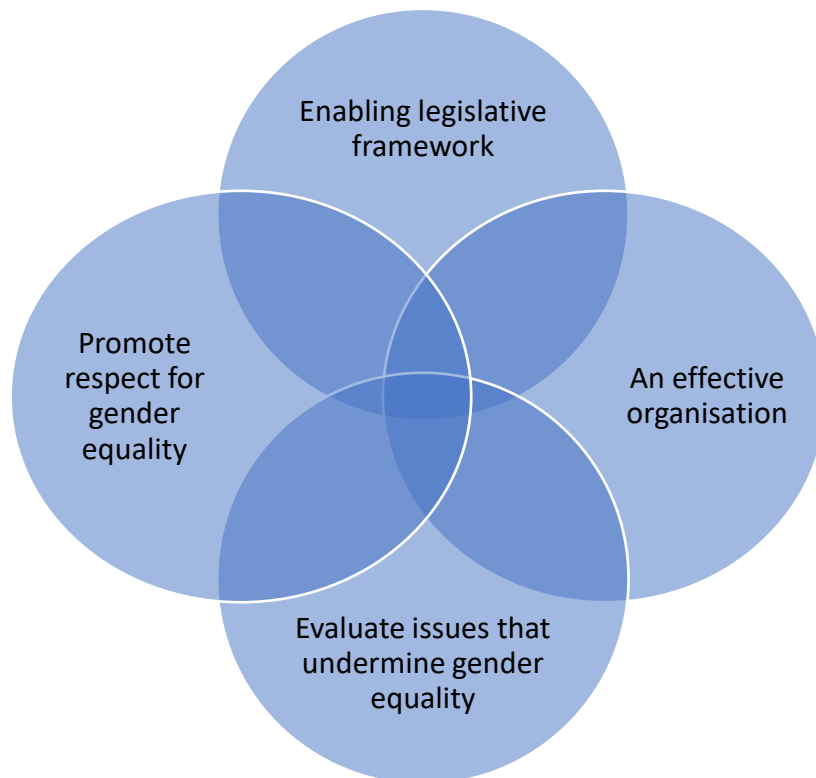




Commission for Gender Equality
A society free from gender oppression and inequality

Commission for Gender Equality 5 Year Strategy

2019 – 2024



Foreword by Commission Chairperson

I am extremely delighted to present this five-year strategic plan for the period from 2019 – 2024, whose development phase coincided with my assumption of office as the new Chairperson of the Commission for Gender Equality. This makes it one of my first strategic framework documents to guide the implementation of the Annual Performance Plan (APP) for the next 5-years.

The development of the Commission's long-term strategy and the APP has been inspired by the 20-year review of the work and contribution in fulfilling our mandate of strengthening democracy through the creation of an enabling and empowering environment for both women and men, thus contributing to gender equality. To fulfil this mandate, the Commission endeavours to strength and leverage its strategic partnerships, towards increasing the reach of our programmes through nationwide communication and using our legislative mandate to challenge barriers and behaviours in society that undermine the achievement of gender equality.

The multi-annual strategic plan shall consist of three (3) Strategic Outcomes oriented goals, outlined as:

- To advance an enabling legislative environment for gender equality.
- To promote respect for and protection, development and attainment of gender equality.
- To build and sustain an efficient organisation, to effectively promote and protect gender equality.

This strategic plan (2019-2024) outlines how the Commission for Gender Equality is a catalyst for the attainment of gender equality. It demonstrates alignment of its priorities and programmes to be achieved over time with those of section 187(2) of the Constitution of the Republic of South Africa, that grants the commission powers, as regulated by national legislation, necessary to perform its functions, including the power to monitor, investigate, research, educate, lobby, advise and report on issues concerning gender equality.

The strategy further outlines the current perspective of how best to position and promote gender equality within the SA regional and international context, whilst closely monitoring and evaluating compliance with international conventions, international covenants and

international charters, policies and practice. Building on the solid foundation of the institution, the Commission remains a key stakeholder in the global sphere around issues of gender as espoused under target 5 of the United Nations Sustainable Development Goals (SDG's). As a country we are a signatory to several international conventions for example CEDAW; this is a demonstration of our commitment to the promotion and protection of gender equality at home and abroad.

Its operationalisation coincides with the centenary celebrations of Tata Nelson Rholihlahla Mandela, the first president of our constitutional democracy. In celebrating his legacy, chief amongst which is the constitution of the country we commit ourselves to fulfilling our mandate in strengthening the democracy that is underpinned by the democratic values of human dignity, equality and freedom.

On my own behalf I wish to thank my fellow Commissioners for their sterling efforts in bringing this exercise to completion, as we plan to maximise our efficiency and effectiveness. On behalf of the Commission, I would also like to express my sincere appreciation for the insightful and hard work of Management and staff.



Ms Tamara Mathebula

The Chairperson

Accounting Officer Statement

The Commission for Gender Equality (CGE) is once again presenting its 5-year Strategic Plan to the South African public, our elected public representatives in parliament government and the gender sector in general. As an Accounting Officer, I am grateful to be leading this strategic plan, with the support of our Chairperson, Tamara Mathebula, all the Commissioners, the Management and the staff without whom the task of implementing the Plan and achieving its strategic goals would be daunting.

The overall strategic thrust of this plan is to place the CGE at the Centre of South Africa's efforts to combat gender based violence and deliver the goal of an equal society, free of gender oppression. As this Plan will show, specific strategic objectives have been carefully identified to maximise the chances of the CGE achieving this daunting task of delivering a society free of gender oppression.

It bears reiterating, which we do at all times as we engage with our key stakeholders and partners within the gender sector, that the Commission's mandate is broad and almost touches on every aspect of life in South Africa. Many South Africans of all races, genders and sexual orientations, religions and faiths, cultures and traditions, social and economic class backgrounds and political affiliations do experience, at one time or another, gender discrimination or prejudice. Our rights are routinely violated as men and women, lesbians, gays, bisexual, transsexual, inter-sex, a-sexual or other beings. This happens in a variety of places and spaces – in private intimate spaces of monogamous and polygamous relationships; in our family homes, communities, workplaces, schools, spaces for social engagements, recreation and entertainment; points of public and private sector service delivery; the social media and sometimes even in our places of worship.

Given the list of areas above where the promoting of gender equality and transformation has to happen, it is patently clear therefore that this task cuts across many areas of life and work, thus making the setting of priorities a burdensome responsibility. Nevertheless, setting priorities is essential and unavoidable for any public institution operating under current conditions of economic challenge and budgetary constraints. In selecting priorities, the Commission seeks to focus on issues that will maximise its strategic impact to achieve lasting change. Furthermore, we decided to identify the priorities that can best be addressed through the use of the Commission's unique accountability powers to enhance our institutional strength and capacity to tackle the serious barriers to gender equality and discrimination.

Much of the Commission's work is about tackling entrenched patriarchy and gender inequalities and/ or long entrenched social practices and attitudes that have historically underpinned and sustained gender inequality. Addressing and overcoming these challenges will not be quick and easy. Over the past few years we have had to face this reality in the form of mounting and sustained incidents of gender based

violence, which led to a major Presidential Summit on Gender Based violence in November 2018 as citizens in general and women in particular sought a commitment from the leadership of the country to devote the resources of the country, our collective time and energies to defeat the scourge of gender based violence. Therefore, as society unleashes a string of short and long term strategic plans and programmes of actions and seeks to re-orient our resourcing and budgetary cycles to be more gender sensitive, the CGE through its 5-Year Strategic Plan intends to be at the Centre of our country's agenda for gender transformation for the next five years, with the support of all our stakeholders.



Jamela Robertson

Official Sign Off

It is hereby certified that this Strategic Plan:

Was developed by the management of the Commission for Gender Equality under the guidance of Ms Tamara Mathebula; considering all the relevant policies, legislation and other mandates for which the commission responsible. The Commissioners and other stakeholder played significant role in the process by giving valuable input and review the document. Accurately reflects the strategic outcome-oriented goals and objectives which the Commission for Gender Equality will endeavour to achieve over the period 2019-2024 covered by the plan.



Name and surname: Moshabi Putu
Chief Financial Officer

Signature:.....

Name: Jamela Robertson

Signature:



.....

Accounting Officer:

Approved by:

Name: TAMARA MATHEBULA

Executive Authority:



Signature:

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List of Acronyms

ACHPR	African Commission on Human and People's Rights
B-BBEE	Broad-Based Black Economic Empowerment
CEDAW	UN Convention on the Elimination of all Forms of Discrimination Against Women
CGE	Commission for Gender Equality
EEA	Employment Equity Act
GBV	Gender Based Violence
HRBA	Human Rights Based Approach
ICCPR	The International Covenant on Civil and Political Rights
ICERD	The International Convention on the Elimination of All Forms of Racial Discrimination
ICESCR	The International Covenant on Economic, Social and Cultural Rights
ILO	International Labour Organization
NDP	National Development Plan
NGP	National Growth Path
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act
SADC	Southern African Development Community
SAHRC	South African Human Rights Commission
SDGs	Sustainable Development Goals
SWOT	Strength, Weakness, Opportunities, Threats
WEGE	Women's Empowerment and Gender Equality
WEPs	Women Empowerment Principles

INTRODUCTION

PART A – Our mandate

1. Commission for Gender Equality Mandate

The Constitution expressly articulates that the Bill of Rights is the foundation of our democracy which preserves the rights of the citizens of the Republic by entrenching the democratic values of human dignity, equality and freedom and that these rights amongst others must be respected, protected and fulfilled.

Section 187(1) of the Constitution of the Republic of South Africa reads: “Commission for Gender Equality must promote respect for gender equality and the protection, development and attainment of gender equality”

The Commission is a catalyst organisation for the development and attainment of gender equality. Section 187(2) grants the Commission “the power as regulated by national legislation, necessary to perform its functions, including the power to monitor, investigate, research, educate, lobby and advise and report on issues concerning gender equality”.

2. Relevant legislative mandate

The Commission for Gender Equality Act 39 of 1996, has been promulgated to give effect to S187 (3) of the constitution to guide the establishment of the commission. The Act provides for the composition, powers, functions and functioning of the Commission on Gender Equality; and to provide for matters connected therewith. Section 11 outlines the powers and functions as follows:

The Commission:

(a) shall monitor and evaluate policies and practices of

- (i) organs of state at any level;
- (ii) statutory bodies or functionaries;
- (iii) public bodies and authorities; and
- (iv) private businesses, enterprises and institutions, to promote gender equality and may make any recommendations that the Commission deems necessary;

(b) shall develop, conduct or manage

- (i) information programmes; and
- (ii) education programmes, to foster public understanding of matters pertaining to the promotion of gender equality and the role and activities of the Commission

(c) shall evaluate

- (i) any Act of Parliament;

- (ii) any system of personal and family law or custom;
- (iii) any system of indigenous law, customs or practices; or
- (iv) any other law, in force at the commencement of this Act or any law proposed by Parliament or any other legislature after the commencement of this Act, affecting or likely to affect gender equality or the status of women and make recommendations to Parliament or such other legislature with regard thereto.

(d) may recommend to Parliament or any other legislature the adoption of new legislation which would promote gender equality and the status of women;

(e) shall investigate any gender-related issues of its own accord or on receipt of a complaint, and shall endeavour to

- (i) resolve any dispute; or
- (ii) rectify any act or omission, by mediation, conciliation or negotiation: Provided that the Commission may at any stage refer any matter to
 - (aa) the Human Rights Commission to deal with it in accordance with the provisions of the Constitution and the law;
 - (bb) the Public Protector to deal with it in accordance with the provisions of the Constitution and the law; or
 - (cc) any other authority, whichever is appropriate

(f) shall as far as is practicable maintain close liaison with institutions, bodies or authorities with similar objectives to the Commission, to foster common policies and practices and to promote co-operation in relation to the handling of complaints in cases of overlapping jurisdiction or other appropriate instances;

(g) shall liaise and interact with any organisation which actively promotes gender equality and other sectors of civil society to further the object of the Commission

(h) shall monitor the compliance with international conventions, international covenants and international charters, acceded to or ratified by the Republic, relating to the object of the Commission

(i) shall prepare and submit reports to Parliament pertaining to any such convention, covenant or charter relating to the object of the Commission

(j) may conduct research or cause research to be conducted to further the object of the Commission;

(k) may consider such recommendations, suggestions and requests concerning the promotion of gender equality as it may receive from any source

Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA)

The purpose of Act 4 of 2000, PEPUDA, is to give effect to section 9 read with item 23 (1) of schedule 6 to the Constitution of the Republic of South Africa, 1996, so as:

- To prevent and prohibit unfair discrimination and harassment;
- To promote equality and eliminate unfair discrimination;
- To prevent and prohibit hate speech, and
- To provide for matters related therewith.

3. Institutional policies and strategies

In implementing its mandate, the Commission takes into consideration the following policy mandates,

- National Development Plan (NDP) - Vision 2030
- New Growth Path 2011
- South Africa's National Policy Framework for Women's Empowerment and Gender Equality (2000)
- Medium Term Strategic Framework

4. Relevant court rulings

The following court rulings might have a direct effect on the Commission for Gender Equality.

Independent Electoral Commission v Langeberg Municipality (CCT 48/00) [2001] ZACC 23; 2001 (3) SA 925 (CC); 2001 (9) BCLR

(CC) (7 June 2001)

Independence of Chapter Institutions

This ruling affirmed the independence of Chapter 9 (Ch. 9) institutions. The court held that Chapter 9 institutions perform their functions in terms of national legislation but are not subject to national executive control. The Ch. 9 institutions report to the National Assembly. Therefore, they need to be seen to be outside and not part of government.

The ruling impacts on the rationale for the current operating structure of the commission, where it has been absorbed into a national department, constrained in the way financial resources are allocated and disbursed. Understanding can be inferred from this ruling that as a Chapter 9 institution, CGE is tasked with strengthening democracy in the Republic of South Africa as per the constitution. Its independence further entrenched under section 181 (and executing its constitutional mandate independently, without fear or favour, the commission is not subject to executive control and should be seen as being outside and not part of government).

“Quote Langa DP”

New National Party v Government of the Republic of South Africa and Others (CCT9/99) [1999] ZACC 5; 1999 (3) SA 191; 1999 (5) BCLR 489 (13 April 1999)

Ch. 9 institutions financial independence

The court ruled that the Electoral Commission as an independent Chapter 9 institution, must be able to access the required funding to discharge its duties as per the constitution. The ruling empowers the commission to invoke its Chapter 9 status in motivating for additional critical financial resources from the Treasury.

Economic Freedom Fighters v Speaker of Parliament and Others;

Democratic Alliance v Speaker of Parliament and Others (CCT 143/15; CCT 171/15) [2016] (5) BCLR 618 (CC); 2016 (3) SA 580 (CC) (31 March 2016)

Nkandla ruling

The remedial actions recommended by the Public Protector as a Chapter 9 institution are binding through authority derived in its status. The commission has been tasked with investigating complaints as part of its functions outlined in the Act and come up with resolutions to disputes or refer them to other relevant institutions for further action. The impact of the court ruling on the commission is that it lifts the weight of the dispute resolutions to mere recommendations to binding action.

PART B: Our Strategic Focus

Vision

A society free from all forms of gender oppression and inequality

Mission

To promote, protect, monitor and evaluate gender equality through research, public education, policy development, legislative initiatives, effective monitoring and litigation

Values

Are anchored in the supremacy of the Constitution and the rule of law, and we perform all our functions with an ethos grounded in the following values:

- **Independence** – we impartially perform our duties without fear or favour, mindful of the independence of our office.
- **Professionalism** – we timeously execute our responsibilities with the utmost care and diligent
- **Accountability** – we always give an account of our actions and decisions

- **Ethical behaviour** – we maintain high standards of
 - **Trustworthiness and honesty**
 - **Respect and empathy**
 - **Integrity**
- **Teamwork** – we support and work in collaboration with our colleagues, state organs and civil society to maximise the attainment of our objectives.

Our outcomes

Outcome 1	An enabling legislative environment for gender equality
Outcome 2	Gender equality promoted and protected through information, education, investigations and litigations
Outcome 3	Monitoring and Research investigations on issues that undermine the attainment gender equality and women’s empowerment
Outcome 4	An efficient, effective and sustainable organisation that promotes good corporate governance

1. Situational Analysis

a. PESTEL ANALYSIS

External environmental analysis

Political	Elections	Gender is not considered in party manifestos and the nomination of candidates. The Commission engages with political parties on the manifestos and nominations of candidates to ensure 50/50 representation. The Commission will continue to engage with new political parties on gender equality
	Political interference	Political interference in institutions supporting democracy remains a challenge. One example is the Kader Asmal Report on amalgamation of chapter 9 institutions.

	Accountability	The current political environment does not allow for accountability towards citizens. The Commission through engagements calls for greater accountability to Parliament. Chapter 9 institutions further strengthen democracy and continues in their roles in monitoring government.
	NGM	Continuous strengthening of the National Gender Machinery in the country.
Economic	Unemployment and inequality	The unemployment rate of women is higher than men (31% > 27%) Youth unemployment stands at 56%. Unemployment leads to inequality, and even more so gender inequality.
	Formal / Informal	Informal trade is dominated by women, largely unregulated and therefore does not comply with basic labour law legislation which leads to exploitation.
	Revenue collection	Sufficient revenue collection leads to State led development and adequate social welfare.
Social	Health	Healthcare with a focus on women (Sexual reproductive health rights) remains a challenge in South Africa. Health services relating to pregnancy, contraception, termination of pregnancy remains a challenge in that sufficient services are not provided.
	Gender-based violence	Gender-based violence, violence and femicide are pervasive in our society. Women and young girls have experienced intimate-partner violence in their lifetime. Additionally, a very high proportion of women and young girls have suffered various forms of childhood abuse. A range of issues that need to be addressed include, structural patriarchy, gender socialisation, trafficking of persons, xenophobia and the role of the traditional and religious sector in advancing gender equality.

	Patriarchy	The Cultural beliefs, traditions and religious beliefs in South Africa perpetuate the inequalities created by the patriarchal power that is entrenched within the society. It is therefore of cardinal necessity that structural factors which include discrimination of women must be addressed in order to favourably affect the positive outcomes to women's enjoyment of rights and access to opportunity.
	Discrimination	Gender discrimination with reference to sexual harassment, equal pay for work of equal value, discrimination based on gender, sex and sexual orientation with reference to LGBTIQ+ community remains high in the country. This is also due to the patriarchal thinking in society. The Commission continues to assist in cases of discrimination based on the grounds stated.
Technology	ICT	<p>The information technology and communications environment pose both positive and negative factors relating to gender.</p> <p>There is an opportunity for the Commission to utilize ITC to further advocacy, education and dissemination of relating to gender. It gives opportunity for cost effective and increased reach of information dissemination. It further gives opportunity to other methods of lodging of complaints.</p> <p>The negative factors include an increase in cyber harassment, cyber bullying and utilisation of ITC to promote and perform human trafficking.</p>
Legal	Access to justice	Access to justice remains a problem in that many women are experiencing challenges in obtaining maintenance orders and domestic violence orders. Criminal matters relating to sexual violence and violence against women are not resolved speedily, with sentences too lenient. The Commission continues to monitor these matters and intervene where necessary.

	Legislative environment	South Africa has many examples of good legislation e.g. the employment equity act, PEPUA. There however exist pieces of legislation that is problematic, e.g. The Black Administration Act, Customary Marriages Act. The Commission continues to strive to create an enabling legislative environment through submissions to Parliament as well as entering into litigation where necessary to amend legislation.
	Judiciary	The judiciary remains independent and continues to give judgments which are progressive e.g. the doctrine of common purpose in cases of rape. There are however judicial officers who give judgments that are gender blind. The judiciary as a whole is not transformed in terms of gender. Although appointments have been more favourable towards women, there remains an imbalance in terms of the male / female ratio of judges. The Commission will continue to engage the judiciary on these issues.
Environmental	Climate Change	Climate change has a severe effect on vulnerable groups. Climate change threatens food security, hampers access to health services, has an impact on safety and security. This leads to inequality and the hampering of realisation of rights.

Patriarchy has been associated with the state, family and household and as such inequalities between women and men (Erturk, 2004)¹. This implies that it has been rooted in both the private as well as the public life of an individual in society. The cultural beliefs, traditions and religious beliefs further perpetuate the inequalities created by the patriarchal power that is entrenched within the society. It is therefore of cardinal necessity that structural factors which

¹ Erturk, Y. 2004 *Considering the Role of Men in Gender Agenda Setting: Conceptual and Policy Issues*. *Feminist Review*, No. 78, Empirical interrogations: Gender, 'race' and class (2004), pp.3-21. Palgrave Macmillan Journals

include discrimination of women must be addressed in order to favourably affect the positive outcomes to women’s enjoyment of rights and access to opportunity.

Gender-based violence, violence and femicide are pervasive in our society. Women and young girls have experienced intimate-partner violence in their lifetime. Additionally, a very high proportion of women and young girls have suffered various forms of childhood abuse. A range of issues that need to be addressed include, structural patriarchy, gender socialisation, trafficking of persons, xenophobia and the role of the traditional and religious sector in advancing gender equality.

Access to justice of gender violations remains a challenge. Many pieces of legislation cause inequality for example the Black Administration Act. It is imperative that these specific pieces of legislation be amended.

Unemployment remains a challenge in that more women is affected than men. It also places a burden on female headed households.

Access to health care with a focus on sexual and reproductive health rights for women remains an obstacle. Many women experience discrimination due to a request of termination of pregnancy. It has been widely reported that birthing mothers experience discrimination and refusal of health care.

Internal environmental analysis

b. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Constitutional Body • Unique Mandate – specialised human rights institution focusing on gender • Expertise and Experience and Specialists on Gender • Footprint in 9 provinces • Hold public and private sector to account • Research referenced by other entities 	<ul style="list-style-type: none"> • Limited budget and absolute dependency on National Government • Capacity Human capital/staff per province, spread too thinly, limited reach • Sub- optimal business systems and processes • Organisational Culture and staff morale • Weak stakeholder management processes • Misinterpretation and miscommunication of the Mandate

<ul style="list-style-type: none"> • Budget allocation from NT is guaranteed 	<ul style="list-style-type: none"> • Poor role clarification- Relationship between Commissioners and Staff
Opportunities	Threats
<ul style="list-style-type: none"> • Gender equality is a global phenomenon • Partnerships utilisation • Government’s commitment to gender equality • Artificial Intelligence and related technologies • OISD, entry into parliament and FISD strengthening collective lobbying • Donor funding • UN and AU forums recognised as a specialised human rights institution 	<ul style="list-style-type: none"> • Amalgamation – uncertainty in Leadership (external), Processes and Impact on Society • Diminishing Funding • Scope creep - Expanding Scope within the Mandate, over- reach • Failure of cooperation on investigation, monitoring and recommendations of the CGE • Independence of the CGE • Donor funding- conflicting interest

The governance structure, system and procedures are in place with highly skilled individuals with expertise required to carry out the vision and the mission of the institution. The institutional memory and continuity of the programmes are enhanced by having stability in members of the Commission and staff. The ability to forge and sustain strategic partnerships have proven to significantly raise the profile of the Commission’s mandate to promote, protect and advance gender equality.

The Commission has made significant strides in promoting and protecting gender equality through holding private and public sector to account on issues of gender equality.

The Commission, being a specialised human rights institution, has a footprint in all 9 provinces.

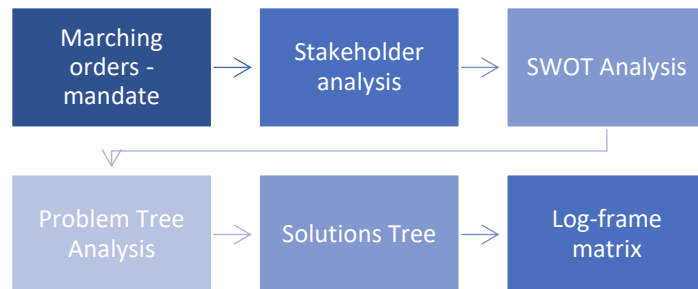
Although the Commission has budget constraints, it continues to execute its mandate in promoting and protecting gender equality.

PART C: Measuring our performance.

1. Institutional Performance Information

In the development of the next five-year strategic plan for the commission, the Theory of change and logical framework planning tools were applied to determine the point of inflection and what the necessary steps are to get to this point.

Below is the process followed using the logical framework process planning tool:



2. Impact Statements

The Commission for Gender Equality (CGE), and its legislated mandate, is to review state policy from a gender perspective, to ensure gender-aware and responsive policy making and practices.

The Constitution expressly articulates that the Bill of Rights is the foundation of our democracy which preserves the rights of the citizens of the Republic by entrenching the democratic values of human dignity, equality and freedom and that these rights amongst others must be respected, protected and fulfilled

Section 187(1) of the Constitution of the Republic of South Africa reads: “Commission for Gender Equality must promote respect for gender equality and the protection, development and attainment of gender equality”

The Commission is a catalyst organisation for the development and attainment of gender equality. Section 187(2) grants the Commission “the power as regulated by national legislation, necessary to perform its functions, including the power to monitor, investigate, research, educate, lobby and advise and report on issues concerning gender equality”.

And thus the CGE is uniquely Mandated as a specialised human rights institution focusing on gender equality.

The vision of the CGE articulates the long-term aspirations for South Africa and speaks clearly of the change that the CGE is working towards, which is ***‘a society free from all forms of gender oppression and inequality’***.

The CGE evaluates legislation, policies, practices and mechanisms and make recommendations to bring about continuous improvements to advance gender equality. This enables the CGE to influence legislative and policy changes which advance gender equality, whilst ensuring that the state is following international and regional instruments promoting gender equality.

The CGE promotes and protect gender equality through public awareness, education, investigation leading to an educated society with transformed behaviour that respects and upholds gender equality and further ensures social justice for victims of gender violations. These initiatives further promote gender responsive policies and practises and prevent systemic gender violations

While acting on its mandate the CGE is able to identify and monitor key issues that impact on gender equality, investigate and evaluate issues that undermine the attainment of gender equality leading to improved policy responses and practices on substantive equality. The CGE and its

leadership strive to build and maintain efficient and effective organisational systems, processes and mechanisms whilst promoting and protecting gender equality.

Impact statement	Propagates the strengthening of the institutional structures designed to support government broadly in order to give effect to the values, realisation of rights, freedoms and privileges under the Constitution of the Republic.
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Part C: Measuring our outcomes

MTSF Priority			
Outcomes	Outcomes indicator	Baseline	5-year Target
An enabling legislative environment for gender equality	Number and the quality of CGE interventions leading to substantive gender equality being included into existing and new legislation.	Submissions on new and proposed legislation	A term review report to the President and National Assembly in terms of section 16 of the CGE Act on existing and new legislation,

MTSF Priority			
Outcomes	Outcomes indicator	Baseline	5-year Target
Gender equality promoted and protected through information, education, investigations and litigations	Number of people reached through education and information programmes on gender equality	A report on education and information programmes	A report on the number of education and information programmes and the number of people reached
Monitoring and Research investigations on issues that undermine the attainment gender equality and women's empowerment conducted	Number of Women Empowerment programmes at a horizontal level and state interventions that seek to enable participation through intentional gender mainstreaming, gender budgeting and policy enforcement to achieve positive transformation within all sectors	African Gender and Development Index (AGDI) Report	Updated status report on the country's response to addressing to enable and sustain gender equality and women empowerment

1.1. Explanation of planned performance over the five-year planning period

Outcome 1

Over the medium term, the Commission will continue to advance policies and initiatives that contribute to the eradication of gender inequality. This is expected to be achieved by influencing laws and government policies through written submissions to Parliament, resolving disputes or finding suitable courses of redress on cases of gender-related complaints, and monitoring compliance with domestic and international conventions. The commission plans to make legislative submissions to Parliament over the medium term and as well as report on an annual basis about submissions made and the outcomes of engagements with key stakeholders and parliament on new and proposed legislation. As its long-term objectives, the strategic plan seeks to address some of the above issues by making the commitment on advancing an enabling legislative environment by committing a total amount of R36 million is estimated in the next three years. An amount of R11 million has been allocated to this role in the current year and the previous three years.

The provisions of the Commission for Gender Equality Act (1996) empower the commission to address gender related disputes through mediation, conciliation or negotiation. This is in line with the commission's adopted mechanisms to resolve disputes or find suitable courses of redress for gender-related complaints, regularly received from citizens and broader society. Accordingly, the commission aims to sustain an 80% rate of resolutions to of complaints it receives from the public. Furthermore, in part as is mandated by PEPUDA, the Commission plans to conduct 2 investigations into systemic violations of gender rights per year over the medium term. This shall be reinforced by a review, monitoring and evaluation on the implementation of recommendations which arose from previous investigations of Private and Public sector institutions over the years.

Outcome 2

To promote respect for and protection, development and attainment of gender equality, the Commission is empowered by the CGE Act to collaborate with like-minded institutions to render programmes to raise awareness and positive involvement to foster transformation that is able to change the material conditions of women as well as the respect for gender rights. The total budgeted amounts in the medium term is R105 million, at an average annual estimate of R35 million of which R33 million has been allocated for this role in the current year.

Reports on education programme on gender equality. This emanates from provision of education, awareness, outreach and advocacy interventions and legal clinics for different stakeholders. The commission aims to publish 6 reports on the outcomes of the legal clinics and other outreach programmes.

Reports on information programme on gender equality using media platforms. 24 media reports are expected to be published in the medium term (8 reports per annum).

Outcome 3

In terms of the National development plan (NDP), the Commission of Gender Equality and the Department for Women, Youth and Persons with Disabilities should audit and deal with gaps in legislation and develop joint targets, indicators and timelines for monitoring and evaluating progress towards gender equality. The NDP further states that young people deserve better educational and economic opportunities, and focused efforts are required to eliminate gender inequality.

The national development plan also recognizes that women make up a large percentage of the poor, particularly in rural areas. The plan takes gender along with race and geographic location into account, proposing a range of measures to advance the rights of women to substantive

equality and the realisation of equity in their lively experiences. Although a stone-age hardship from Patriarchy, Gender-based- violence (GBV), especially Violence -Against-Women (VAW), the country has recommitted itself recently to combat the scourge by taking measures that rapidly responds to the escalation.

Outcome 4

The strength and competence of the Commission to deliver on its mandate depend on its internal capabilities, which enables for an efficient and effective performance of its functions in a sustainable manner. To this end, the Commission seeks to develop systems and process to build and leverage its performance towards a sustainable organisation that promotes good corporate governance.

1.2. Key risks and mitigations

Outcomes	Key risks	Risk Mitigation
An enabling legislative environment for gender equality	Lack of political will and commitment by leadership.	Lobby relevant structures and interest groups and engage on principles of equality.
	Lack of cooperation from public and private sector on gender transformation investigations.	Application of the relevant sections of the CGE Act.
	Lack of cooperation and commitment by government on international and regional treaties and instruments.	Application of the relevant sections of the CGE Act.
Gender equality provided and protected through information, education, investigations and litigations	Lack of consistent messaging relating to CGE mandate, positions and its programmes.	Proper induction and training on the CGE's mandate and programmes Adherence to code of Good Conduct Adherence to Communications policies and protocols Defining CGE standard concepts and promoting adherence to standard messages.
	Intolerance and unreceptive communities.	Targeted education programmes on CGE mandate and programmes.

Outcomes	Key risks	Risk Mitigation
		Policies on risk and personal safety for CGE staff.
	Lack of cooperation from public and private entities, Dependency on other partners for generating complaints.	Apply the relevant CGE Act Sections.
	Reputational risk due to non-adherence to CGE Code of Conduct.	Popularising CGE values and CGE Code of Good Conduct.
Monitoring and research investigations on issues that undermine the attainment of gender equality and women's empowerment	Lack of cooperation and commitment by public and private institutions.	Application of the relevant sections of the CGE Act and referral to other relevant entities (e.g., submission of reports on non-compliance/non-cooperation to Parliament and the Presidency).
An efficient, effective and sustainable organisation that provides good corporate governance	Lack of clarity on roles and responsibility between Commissioners and staff.	Define roles and responsibilities through the business model and change management processes.
	Potential capacity and competence challenges for staff to deliver on new focus areas.	Skills development through the business model and change management processes. Motivation for human capital upgrade.
	Inability to measure the impact of the CGE interventions	Implementation of an M&E system and Knowledge Management processes.
	Inadequacies of general controls on information technology, exposure to information security weaknesses, compliance with applicable laws and best practices.	ICT Governance Framework and updated policies in relation to developments in technology.

PART D: Technical Indicator descriptions

Indicator title	Number of government policies, laws and practices that substantively promote and protect gender equity and equality.
Definition	To assess the extent to which the Commission contributes to the proposed and existing legislation that promotes and protect gender equality.
Source of data	Submissions
Method of calculation or assessment	Quantitative and qualitative
Means of verification	Submission correspondence
Assumptions	Submission of recommendations will be included in final legislation.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Desired performance	Submission of recommendations will be included in final legislation.
Indicator responsibility	HOD Legal

Indicator title	Number of Information, educational programmes conducted
Definition	To measure the impact of public education and information interventions.
Source of data	Public education and information material.
Method of calculation or assessment	Quantitative and qualitative
Means of verification	Availability of public education and information material
Assumptions	Public education and information material will be widely distributed.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Desired performance	Submission of recommendations will be included in final legislation.
Indicator responsibility	HOD Public Education and Information

Indicator title	Number monitoring and research investigations conducted
Definition	To monitor and investigating the impact of government's programmes on GBV, women's empowerment and gender equality.
Source of data	Research & investigations reports
Method of calculation or assessment	Quantitative & qualitative
Means of verification	Availability of research & investigations reports
Assumptions	Entities monitored and investigated will cooperate with the monitoring and investigations.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Quantitative and qualitative
Desired performance	Monitoring and investigation reports with a true reflection of performance by monitored and investigated entities.
Indicator responsibility	HOD Research

Indicator title	100% compliance with key legislative requirements
Definition	Foster clean administration and effective organisational performance.
Source of data	Performance information reports
Method of calculation or assessment	Quantitative & Qualitative
Means of verification	Availability of performance information reports.
Assumptions	Efficient and effective performance culture in the organisation.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Quantitative and qualitative
Desired performance	Clean administrative and good corporate governance.
Indicator responsibility	CEO, CFO & Office of the Chair