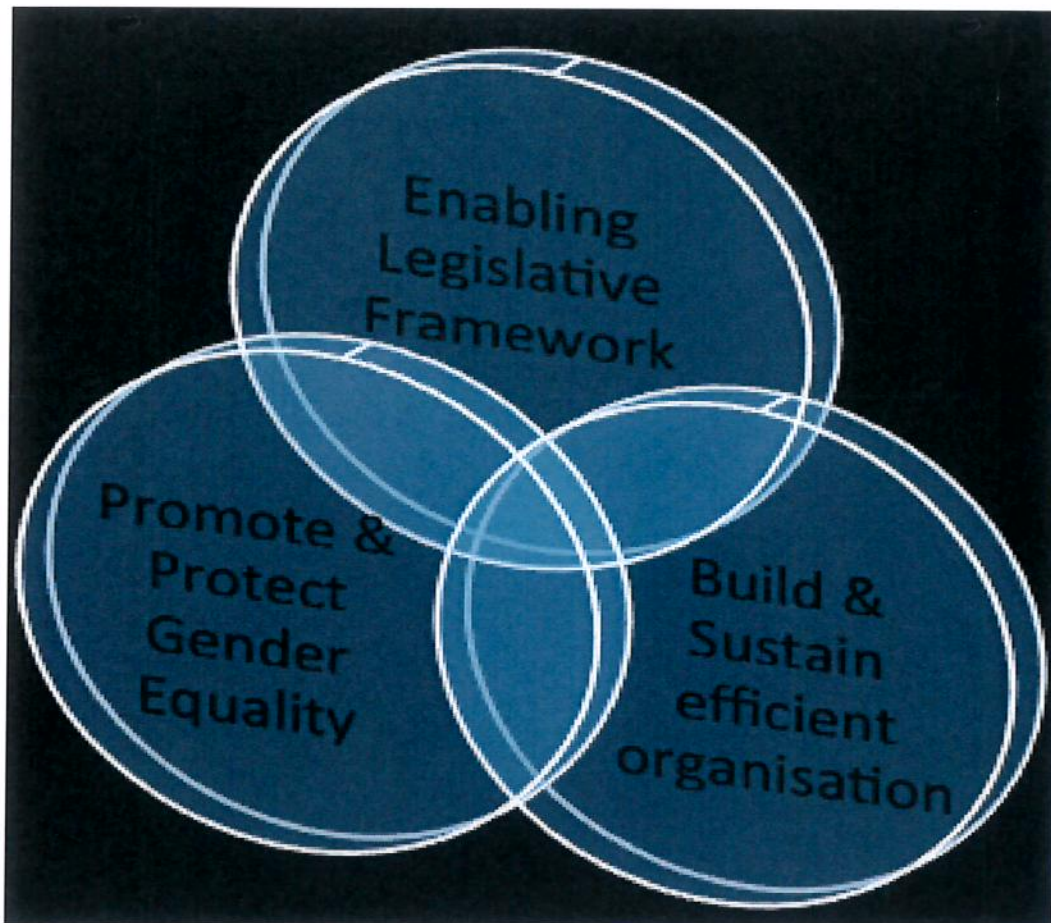




Commission for Gender Equality
A society free from gender oppression and inequality

Commission for Gender Equality 5 Year Strategy

2018 – 2023



Foreword by Commission Chairperson

I am extremely delighted to present this five-year strategic plan for the period from 2018 – 2023, 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 (2018-2023) 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.



Mrs Lulama N Nare

The Chairperson

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 Keketso Maema; 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 2018-2022 covered by the plan.

Name: MOSHAB/ PUTU

Chief Financial Officer:

Signature:


..... 29/3/2018

Name: KEKETSO MAEMA

Accounting Officer:

Signature:


.....

Approved by:

Ms

LULAMA NARE

Name: Executive Authority:

Signature:


.....

CHAIRPERSON

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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

PART A - Strategic Overview

1. Vision, Mission and Values

Our Vision

A society free from all forms of gender oppression and inequality

Our Mission

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

Our 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.
- **Batho Pele** – People first, a mantra we share with government to improve quality of service
-

Legislative and other Mandates

The Commission for Gender Equality is one of the state institutions which was established to strengthen constitutional democracy in South Africa. The Commission is an independent institution that is subject only to the Constitution and the Law of South Africa and is accountable to Parliament.

Constitutional 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".

Legislative Mandates

The Commission is guided by National legislation, namely,

Commission on Gender Equality Act 39 of 1996 (As amended)

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.

Policy Mandates

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)

International and regional conventions, covenants, charters and protocols

The South African government has acceded to or ratified international conventions, covenants and charters and regional protocols that advance the protection and attainment of gender equality. These conventions, covenants and protocols therefore place an obligation on the state to ensure the protection and attainment of gender equality. These include;

International and regional Conventions, covenants and Charters

The International Covenant on Economic, Social and Cultural Rights (ICESCR), 1996
United Nations (UN) Declaration on the Elimination of Violence Against Women (1993)
The International Conference on Population and Development (1994)
UN Resolution 1325 and its relevant successors (1889 Of 2009, 2122 Of 2013 and 2242 of 2015)
UN Framework Convention for Climate Change
Vienna Declaration on Human Rights (1993)
ILO Convention C111 Discrimination (Employment and Occupation) 1958
ILO Convention 183 – maternity protection
The Ouagadougou Action Plan to combat Trafficking in Human Rights, Equality and children (2006)
Maputo Plan of Action for Sexual and Health and Rights (2006)
Sustainable Development Goals (2016-2030)
UN Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) (1979)
Beijing Declaration and Platform for Action (1995)
African Commission on Human and People's Rights (ACHPR) Declaration on Gender Equality in Africa (2004)
The International Covenant on Civil and Political Rights (ICCPR)
The International Convention on the Elimination of All Forms of Racial Discrimination (ICERD).
African (Banjul) Charter on Human and Peoples' Rights (1986)
International Labour Organization (ILO) Equal Remuneration Convention, No. 100 (ratified by South Africa in 1997)
Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (1995)
African Union Solemn Declaration on Gender Equality in Africa (2004)
SADC Protocol on Gender and Development adopted on (17 August 2008)

The dimensions identified in these international conventions that require intervention cluster around the following

- Social- education and health
- Cultural- harmful traditional, cultural and religious practices
- Political- women in decision-making, governance, leadership
- Economic- poverty and inequality, economic development, employment, decent work, women empowerment
- Security- gender-based violence, women in armed conflict
- Human Rights
- Sustainable development- social cohesion, the environment

Underpinning the Commission's mandate and functions

The Commission is classified as a National Human Rights Institution adheres to the Paris Principles, adopted in 1991, approved by the United Nations General Assembly in 1993 in discharging its mandate. NHRIs must comply with the Principles which identify their human rights objectives and provide for their independence, broad human rights mandate, adequate funding, and an inclusive and transparent selection and appointment process. The Principles are broadly accepted as the test of an institution's legitimacy and credibility.

The Commission as a NHRIs is funded by the State to undertake its work but is independent of it: The Commission is not a non-governmental organization but they act as "bridge" between civil societies and Governments. In undertaking its work the Commission follows a Human Rights Based Approach.

Human Rights Based Approach

- ▶ A human rights-based approach is a conceptual framework for the process of human development based on international human rights standards.
- ▶ It is directed to promoting and protecting human rights.

It analyses inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress

- ▶ In this approach, human rights determine the relationship between **individuals and groups with valid claims (rights-holders)** and **State and non-state actors with correlative obligations (duty- bearers)**.
- ▶ It identifies *rights-holders* (and their entitlements) and corresponding *duty-bearers* (and their obligations) and works towards strengthening the capacities of rights-holders to make their claims, and of duty-bearers to meet their obligations.

A rights-based approach takes development, poverty alleviation and gender equality as processes toward the full realization of human rights

The HRBA focuses on those who are **restricted, excluded or discriminated** against. The HRBA draws from four CEDAW principles, namely.

Ensuring **broad participation** in the process of decision-making by all those who are potentially affected, particularly women and poor people;

Accountability that enables rights-holders—females and males—to claim their rights and ensures that the State fulfils its obligations as duty bearer. This translates to holding governments accountable through transparency of process and results and widespread access to information. All citizens, have a right to hold the government accountable for progress in implementing international and national commitments;

Empowerment that gives women and men the power, capacities, capabilities and access to resources to enable them to change their own lives. This can be done through capacity-building to support informed and active participation;

Non-discrimination and specific attention to vulnerable groups. This means removing discrimination and including women, the poor and disadvantaged groups as active agents in development rather than as passive beneficiaries. The principle requires an active effort to identify those who are discriminated against, trace the causes and mechanisms that result in discrimination, and actively address them.

Source: CEDAW and the Human Rights Based Approach to Programming-A UNIFEM guide.

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 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 impact 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”

The Sustainable Development Goals and Gender Equality



The United Nations (UN) sees Gender equality not only as a fundamental human right, but as a necessary foundation for a peaceful, prosperous and sustainable world. South Africa is part of. The Sustainable Development Goals (SDGs) or the UN agenda 2030 has a standalone goal 5 on gender equality.

Achieving gender equality is understood as “transforming unequal power relations among men and women, with men challenging notions of masculinity and traditional perceptions of manhood and male privilege that foster inequalities; It is about going beyond change at individual level changing institutions, changing economic and social structures that perpetuate discrimination; And it is

about breaking social norms, practices and gender stereotypes that limit opportunities for women and girls and restrict men and boys to certain roles”.

Whilst this SDG 5 directly impact on the Commissions’ work, there are other are equally important with direct and indirect impact on our work and we could be measured against. These include SDG 10 (Reduced Inequalities), SDG 16 (Peace, justice and strong institutions), SDG 17 On partnerships.

The United Nations Entity for Gender Equality in collaboration with the Empowerment of Women (UN Women) and the United Nations Global Compact Developed, Women's Empowerment Principles (WEPs) that offer guidance on how to empower women in the workplace, marketplace and community. The development of WEPs included an international multi-stakeholder consultation process, which began in March 2009 and culminated in their launch on International Women’s Day in March 2010.

UN Women Empowerment Principles (WEPs)

1. Establish high-level corporate leadership for gender equality
2. Treat all women and men fairly at work- respect and support human rights and non-discrimination
3. Ensure the health, safety and well-being of all women and men workers
4. Promote education, training and professional development for women
5. Implement enterprise development, supply chain and marketing practices that empower women
6. Promote equality through community initiatives and advocacy
7. Measure and publicly report on progress to achieve gender equality

Performance Environment

Core mandate: Educate the public on promotion of gender equality: The CGE has been prolific in its public education and awareness campaigns, including such events as the 16 Days of Activism campaign. However, there is need to assess the impact and provide tangible evidence of CGE contribution towards change behaviour and transformation of power relations in society. There is also a need to advocate for gender equality mainstreaming in education programs across the board.

Core mandate: Engage with legislation and making recommendations about gender equality: The CGE's performance in the submissions on various policy and legislative matters has been impressive and backed with quality research. However, follow-through must be strengthened to ensure that the evidence informs and impacts on both programmatic and policy direction by specific state, public, and private bodies. There is insufficient evidence that the CGE has been the initiator of new legislation – even where a piece of legislation has been critical, such as Women's Empowerment and Gender Equality (WEGE).

Core mandate: Promote Gender Equality: CGE develop a concept Paper on Women's Substantive Equality spelling out Priority areas for intervention in addressing women's substantive equality. This brings out the comparative advantage of CGE. There is therefore, a need to create more awareness on 'substantive equality'

Core mandate: Investigate gender-related issues: There is strong evidence of the contribution of the CGE to addressing complaints and dealing with high profile gender-related matters. Moreover, there is emerging evidence that CGE law clinics and awareness campaigns are encouraging more stakeholders to understand the role of the CGE and to use enabling legislation to protect and promote gender rights. However, data on complaints is difficult to access and thus difficult to analyse, which is a major weakness. There is need for better coordination.

SWOT Analysis

Below is the summary of the Strength, Weakness, Opportunities and Threats (SWOT) analysis of the Commission:

Strengths: CGE is a legitimate entity with a constitutional mandate. The governance structure, systems and procedures are in place with highly skilled individuals with expertise required to carry the mission of the CGE. CGE obtained a clean audit which further lends credence to good governance and fiscal discipline within the institution. The Institutional memory and continuity of programmes is enhanced by having stability in members of the Commission and staff. The ability to forge and sustain strategic partnership have proved to significantly raised the profile of the Commission's mandate to promote, protect and advance gender equality.

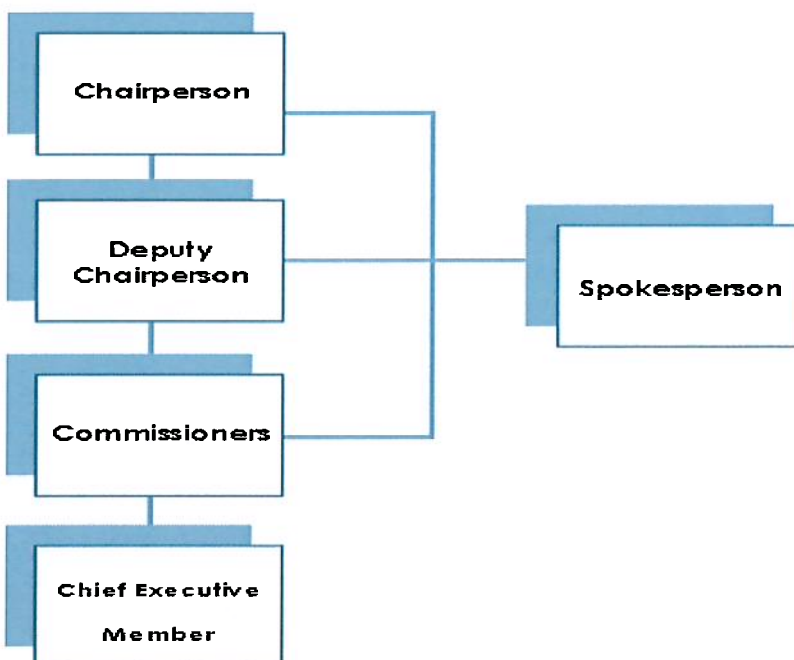
Weaknesses: Historically the Commission has been underfunded despite having a broad mandate in terms of the CGE Act (as amended) and PEPUDA. The underfunding has been exacerbated by the budget cuts which impact on staff retention and attrition of highly skilled employees.

Opportunities: Gender equality is a global phenomenon and cannot be ignored. The work of CGE is being recognised within universities and municipalities as an entity that can assist them on gender transformation and related issues. The recent clean audit helps keep the momentum of the institution and increase funding opportunities. The solid strategic partnerships that the Commission currently enjoyed will create further opportunity to leverage capacity to achieve greater impact on advancing gender equality.

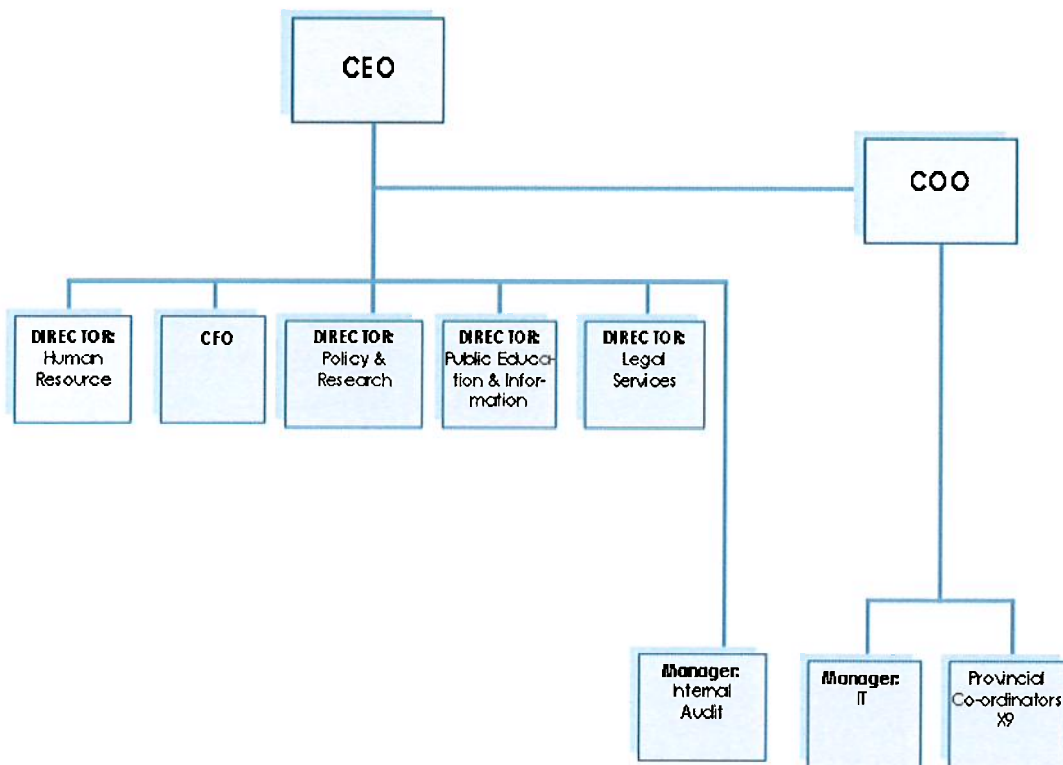
Threats: The political shift towards amalgamation might impact on the country achieving its obligation towards the achievement of gender equality. The mandate of CGE is misunderstood and there is a tendency by people to raise expectations beyond scope of operation. This has created the perception that the Commission operates as an NGO. The Commission's recommendations are binding and is often poorly interpreted by stakeholders.

Organisational Environment

The Commission is composed of members of the Commission who according to the Act are made up full time and part time commissioners. The chairperson is the executive authority according to the Public Finance Management Act (PFMA) as an organ of governance in the organisation.



The Chief Executive Officer (CEO) is an invited ex-officio member of the Commission in plenary meetings. According to the PFMA, the CEO is the accounting authority. In addition, staff are appointed to support the day to day operations within the accounting authority as an organ of governance with the Commission.

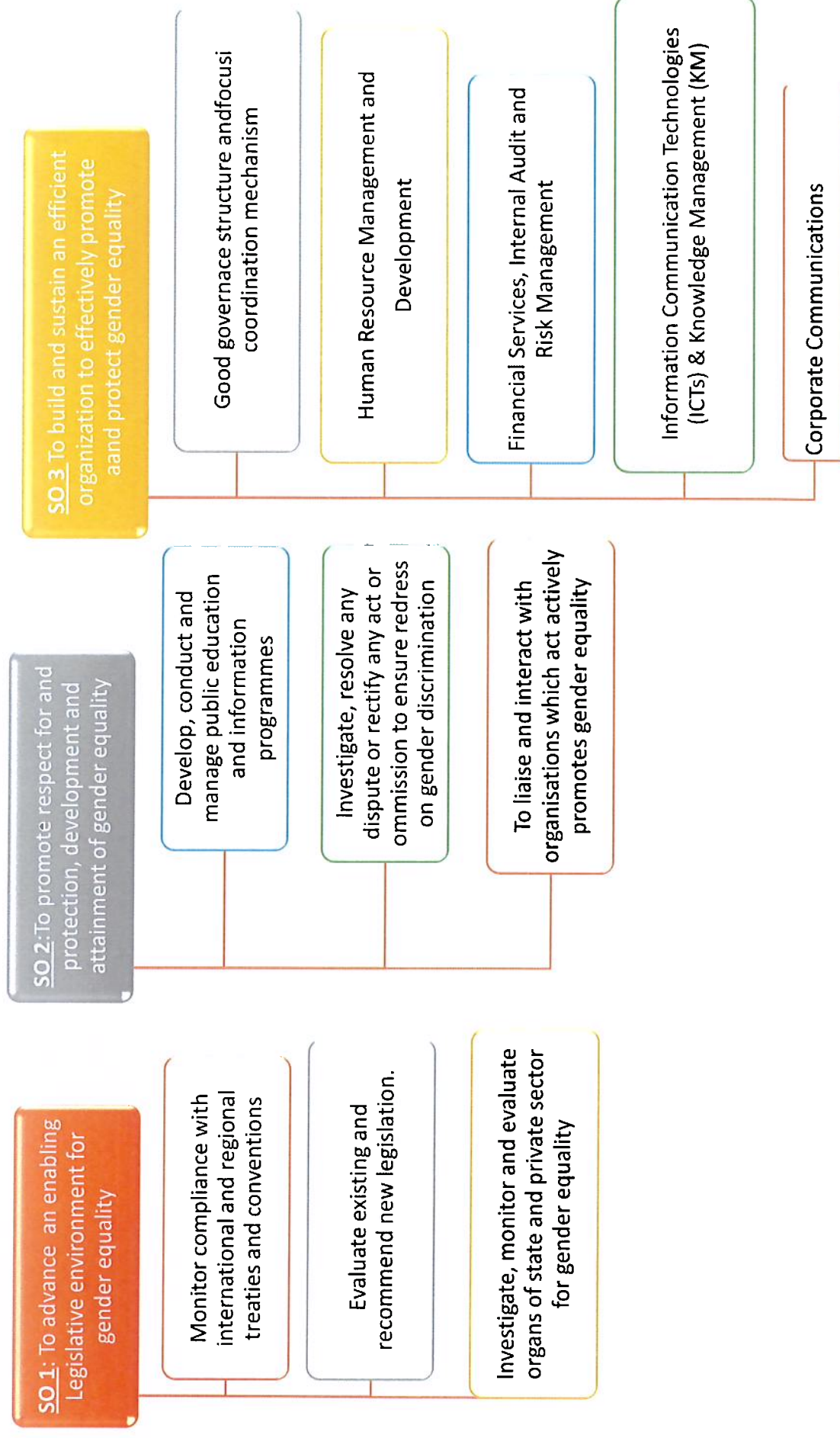


Strategic Outcomes oriented goals

Through the strategic planning process, the internal and external environments were analysed and the insights used to inform how the Commission will go about realising its constitutional mandate. Three major strategic oriented goals are articulated below.

Strategic outcome oriented goal 1	To advance an enabling legislative environment for gender equality.
Goal statement	To evaluate legislation, policies, practices and mechanisms and make recommendations to bring about continuous improvements to advance gender equality
Strategic outcome-oriented goal 2	To promote respect for and protection, development and attainment of gender equality
Goal statement	To educate society to transform behaviour to respect and uphold gender equality and to further ensure effective and efficient social justice for victims of gender violations
Strategic outcome-oriented goal 3	To build and sustain an efficient organisation, to effectively promote and protect gender equality
Goal statement	To build highly skilled organisational capacity that implements good governance and the effective and efficient operations of the organisation

Summary of strategic objectives and sub-strategies



2. Strategic Objectives, Programmes, Sub-strategies Performance Indicators and targets

Strategic Objective 1: To ensure enabling legislative environment for gender equality

Programme: Advancing an enabling Legislative environment

Programme purpose: To conduct assessments, investigations and evaluate existing legislation and recommend new legislation to advance gender equality

Strategic Objective 1: To advance an enabling legislative environment for gender equality									
Strategic outcome: To evaluate legislation, policies, practices and mechanisms and make recommendations to bring about continuous improvements to advance gender equality									
Sub-strategies	Objective statement	Performance Indicator	Baseline	2018/19	2019/2020	2020/2021	2021/2022	2022/2023	
1. 1 Monitor the state's compliance with international and regional treaties to advance gender equality	Periodic reviews on the state's compliance with obligations under the conventions, covenants, treaties and protocols and engage on findings and recommendations	Number of assessment reports on international and regional treaties to advance gender equality	CEDAW Report, Beijing Report, MDGs Report and AGDI report	Assessment report on implementation of CEDAW	Final Report on CEDAW	No activity	No activity	No activity	
				A report on the implementation of the SDGs	Final report on SDGs	No activity	No activity	No activity	
				Assessment report on implementation of ACHPR	Final assessment report on ACHPR	No activity	No activity	No activity	

Strategic Objective 1: To advance an enabling legislative environment for gender equality								
Strategic outcome: To evaluate legislation, policies, practices and mechanisms and make recommendations to bring about continuous improvements to advance gender equality								
Sub-strategies	Objective statement	Performance Indicator	Baseline	2018/19	2019/2020	2020/2021	2021/2022	2022/2023
				An assessment report on Agenda 2063 focusing on Health	Final assessment report Agenda 2063 focusing on Health	No activity	No activity	No activity
		Number of engagements on findings and recommendations shared with key gender equality stakeholders on international and regional treaties to advance gender equality	3 engagements on findings and recommendations with key gender equality stockholders on international and regional treaties to advance gender equality	3 engagements on findings and recommendations on international and regional treaties to advance gender equality	3 engagements on findings and recommendations on international and regional treaties to advance gender equality	3 engagements on findings and recommendations on international and regional treaties to advance gender equality	3 engagements on findings and recommendations on international and regional treaties to advance gender equality	3 engagements on findings and recommendations on international and regional treaties to advance gender equality

Strategic Objective 1: To advance an enabling legislative environment for gender equality								
Strategic outcome: To evaluate legislation, policies, practices and mechanisms and make recommendations to bring about continuous improvements to advance gender equality								
Sub-strategies	Objective statement	Performance Indicator	Baseline	2018/19	2019/2020	2020/2021	2021/2022	2022/2023
1.2. To evaluate existing legislation and recommend new legislation	Proactively engage Parliament to strengthen policy and legislation that advances gender equality	Number of submissions made on existing legislation and new legislation A report on engagements with Parliament on gender sensitive submissions made and policy changes to advance gender equality	Submissions made on legislation	20 submissions made on existing legislation and new legislation	21 submissions made on existing legislation and new legislation	22 submissions made on existing legislation and new legislation	23 submissions made on existing legislation and new legislation	24 submissions made on existing legislation and new legislation
			New indicator	4 engagements with parliament held on gender sensitive submissions and policy changes to advance gender equality	4 engagements with parliament held on gender sensitive submissions and policy changes to advance gender equality	4 engagements with parliament held on gender sensitive submissions and policy changes to advance gender equality	4 engagements with parliament held on gender sensitive submissions and policy changes to advance gender equality	4 engagements with parliament held on gender sensitive submissions and policy changes to advance gender equality

Strategic Objective 1: To advance an enabling legislative environment for gender equality								
Strategic outcome: To evaluate legislation, policies, practices and mechanisms and make recommendations to bring about continuous improvements to advance gender equality								
Sub-strategies	Objective statement	Performance Indicator	Baseline	2018/19	2019/2020	2020/2021	2021/2022	2022/2023
1.3 Monitor, Evaluate and Investigate and monitor policies and practices	Monitor, Evaluate and investigate and monitoring of public and private institutions	Number of investigation reports on gender equality Number of monitoring and evaluation reports	EE and Gender Transformation reports	Research reports	4 monitoring and evaluation reports	4 Monitoring and evaluation reports	4 Monitoring and evaluation reports	4 Monitoring and evaluation reports
				A report on the engagements with parliament held on gender sensitive submissions and policy changes to advance gender equality	A report on the engagements with parliament held on gender sensitive submissions and policy changes to advance gender equality	A report on the engagements with parliament held on gender sensitive submissions and policy changes to advance gender equality	A report on the engagements with parliament held on gender sensitive submissions and policy changes to advance gender equality	A report on the engagements with parliament held on gender sensitive submissions and policy changes to advance gender equality

Strategic Objective 1: To advance an enabling legislative environment for gender equality								
Strategic outcome: To evaluate legislation, policies, practices and mechanisms and make recommendations to bring about continuous improvements to advance gender equality								
Sub-strategies	Objective statement	Performance Indicator	Baseline	2018/19	2019/2020	2020/2021	2021/2022	2022/2023
of organs of state, private sector and other institutions	for gender equality							

Risks and Mitigation Strategic Objective 1

Risk	Mitigation
Limited Budget and Resources to fulfil the mandate	Cost containment and fund -raising initiatives, including review of the operating model for opportunities to optimize service delivery mode and achieve objectives cost effectively.
Amalgamation of Chapter 9 institutions	Entrenched Constitutional protections, including Equality Rights guarantees under the Constitution of South Africa, Act 108 of 1996.
Dependency on external stakeholders to execute the mandate	Formalized partnership and collaborations as well as the use of powers expanded from the CGE Act, the Constitution and new development in jurisprudence.

• Lack of an effective monitoring and evaluation systems to assess the policy and legislative impact on the advancement of gender equality	• Continuous improvements to the baseline M & E strategies & systems
• Lack of an effective management of information resources and knowledge Management	• Knowledge management strategy and proper information and document management are being developed to ensure effective internal capacity and service delivery.

Expenditure estimate for the strategic objective

SO	SO1	To conduct assessments, investigations and evaluate existing legislation and recommend new legislation to advance gender equality									
Sub- strategy	Goods & Services	Compensation of Employees	2018/19	2019/20	2020/21	2021/22	2022/23	Total budget	Total budget	Total budget	Total budget
Monitor the state's compliance with international and regional treaties to advance gender equality Monitor, evaluate and investigate policies and practices of organs of state, private sector and other institutions	2 713 700	10 208 400	12 922 100	13 645 700	14 396 200	15 188 000	16 023 300				
	2 348 400	8 834 200	11 182 600	11 808 800	12 458 300	13 143 500	13 866 400				
To evaluate existing legislation and recommend the adoption of new legislation	156 600	588 900	745 500	787 200	830 500	876 200	924 400				
Grand Total	5 218 700	19 631 500	24 850 200	26 241 700	27 685 000	29 207 700	30 814 100				

Strategic Objective 2: To promote and protect gender equality through Public Awareness, Education, Investigation and Litigation

Programme: Promotion and protection, development and attainment of gender equality

Programme purpose: To develop, conduct or manage information and education programmes, to foster public understanding of matters pertaining to the promotion of gender equality. To Investigate any gender-related issues and ensure redress

Strategic Objective 2: To promote respect for and the protection, development and attainment of gender equality								
Strategic outcome :To educate society to transform behaviour to respect and uphold gender equality and to further ensure effective and efficient social justice for victims of gender violations								
Sub-strategies		Objective statement	Performance Indicator	Baseline	2019/2020	2020/2021	2021/2022	2022/2023
2.1	To develop, conduct and manage information and education programmes to foster an understanding of matters related to gender equality	Provide education and awareness and outreach, advocacy and legal clinics for different stakeholders through strategic partnerships, across sectors	A Report on education programme on gender equality	Thematic and position papers	Develop relevant and targeted education and information material on gender equality guided by project plan	Develop relevant and targeted education and information material on gender equality guided by project plan	Develop relevant and targeted education and information material on gender equality guided by project plan	Develop relevant and targeted education and information material on gender equality guided by project plan
				Report on SDGs education programme focusing on gender equality	Report on SDGs education programme focusing on gender equality	Report on SDGs education programme focusing on gender equality	Report on SDGs education programme focusing on gender equality	Report on SDGs education programme focusing on gender equality

Strategic Objective 2: To promote respect for and the protection, development and attainment of gender equality								
Strategic outcome :To educate society to transform behaviour to respect and uphold gender equality and to further ensure effective and efficient social justice for victims of gender violations								
Sub-strategies	Objective statement	Performance Indicator	Baseline	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
		A Report on Information programme on gender equality using media platforms	Community radio report and media monitoring report	Report on Community radio programme	Report on Community radio programme	Report on Community radio programme	Report on Community radio programme	Report on Community radio programme
			Media monitoring report	4 campaigns conducted	4 campaigns conducted	4 campaigns conducted	4 campaigns conducted	4 campaigns conducted
			Media monitoring report	4 social media campaigns conducted	4 social media campaigns conducted	4 social media campaigns conducted	4 social media campaigns conducted	4 social media campaigns conducted
		A Report on outreach , advocacy and legal clinics	Outreach, advocacy and legal clinics report	Report Outreach, advocacy and legal clinics conducted guided by project plan	Report Outreach, advocacy and legal clinics conducted guided by project plan	Report Outreach, advocacy and legal clinics conducted guided by project plan	Report Outreach, advocacy and legal clinics conducted guided by project plan	Report Outreach, advocacy and legal clinics conducted guided by project plan

Strategic Objective 2: To promote respect for and the protection, development and attainment of gender equality									
Strategic outcome :To educate society to transform behaviour to respect and uphold gender equality and to further ensure effective and efficient social justice for victims of gender violations									
Sub-strategies	Objective statement	Performance Indicator	Baseline	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	
2.2 To investigate, resolve and rectify any gender related issue and to seek redress for victims of gender violations review existing legislation and propose legislative changes	To timeously investigate complaints and to investigate systemic violations of gender rights and identify appropriate redress	% of complaints timeously attended to in terms of the complaints manual	Complaints handling report	80% complaints handled in compliance with the Complaints manual	85% complaints handled in compliance with the Complaints manual	90% complaints handled in compliance with the Complaints manual	95% complaints handled in compliance with the Complaints manual	100 % complaints handled in compliance with the Complaints manual	
		Number of systemic gender rights investigations conducted	3 Systemic investigations reports	2 systemic investigations conducted	2 systemic investigations conducted	2 systemic investigations conducted	2 systemic investigations conducted	2 systemic investigations conducted	
		Number of engagements with stakeholders on findings and recommendations of complaints handling and systemic investigations	None	2 stakeholder engagements with key stakeholders	2 stakeholder engagements with key stakeholders	2 stakeholder engagements with key stakeholders	2 stakeholder engagements with key stakeholders	2 stakeholder engagements with key stakeholders	

Strategic Objective 2: To promote respect for and the protection, development and attainment of gender equality									
Strategic outcome :To educate society to transform behaviour to respect and uphold gender equality and to further ensure effective and efficient social justice for victims of gender violations									
Sub-strategies		Objective statement	Performance Indicator	Baseline	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
2.3	To liaise and interact with like-minded organisations on gender equality	To act as a catalyst organisation that promotes gender equality and women empowerment by liaising and interacting with like-minded organisations	A Report on strategic partnership engagements with like-minded organisations to promote and gender equality and women empowerment	36 stakeholder engagements held	A Report on strategic partnership engagement with like-minded organisations to promote gender equality and women empowerment	A Report on strategic partnership engagement with like-minded organisations to promote gender equality and women empowerment	A Report on strategic partnership engagement with like-minded organisations to promote gender equality and women empowerment	A Report on strategic partnership engagement with like-minded organisations to promote gender equality and women empowerment	A Report on strategic partnership engagement with like-minded organisations to promote gender equality and women empowerment
			A Report on stakeholder relations and management		A Report on stakeholder relations and management	A Report on stakeholder relations and management	A Report on stakeholder relations and management	A Report on stakeholder relations and management	

Risk and Mitigation Strategic Objective 2

Risk	Mitigation
• Inadequate Resources to reach the breadth and length of the Republic •	• Collaboration with multiple stakeholders with complementary capabilities and leverage the effectiveness in delivery of services •
• Lack of integration and Incoherence in approach within the larger society and within the Commission	• Revive or cause the stakeholders to revive the function of the National Gender Machinery and National Strategy of Gender Based Violence Plan.
• Inter-dependence of on external stakeholders to execute the mandate	• Engagements with leaders in the executive arm of government, including the State President as provided under the CGE Act (s 16), Parliament and legislatures across all spheres of government.
• Reputational Risk – Inability to discern and articulate the mandate of the CGE by both internal and external stakeholders.	• Heightened and focused awareness, training and education to the broader South African Republic, including stakeholders in the decision-making areas.

Expenditure estimate for the strategic objective

SO	SO2		To promote respect for and the protection, development and attainment of gender equality					
Sub- strategy		Goods & Services	Compensation of Employees	Total budget 2018/19	Total budget 2019/20	Total budget 2020/21	Total budget 2021/22	Total budget 2022/23
To develop, conduct and manage information and education programmes to foster an understanding of matters related to gender equality		1 494 440	5 621 800	7 116 240	7 514 700	7 928 000	8 364 000	8 824 000
To investigate, resolve and rectify any gender related issue and to seek redress for victims of gender violations review existing legislation and propose		2 561 900	9 637 300	12 199 200	12 882 400	13 590 900	14 338 400	15 127 000
To liaise and interact with likeminded organisations on gender equality		213 500	803 100	1 016 600	1 073 500	1 132 500	1 194 800	1 260 500
Grand Total		4 269 840	16 062 200	20 332 040	21 470 600	22 651 400	23 897 200	25 211 500

Strategic Objectives 3: To build and sustain an efficient organisation to effectively promote and protect gender equality

Programme: An efficient and effective organisation that promotes and protect gender equality

Programme purpose: To build and maintain efficient and effective organisational system, processes and mechanisms to promote and protect gender equality

Strategic Objective 3: To build an efficient organisation that promotes and protects gender equality									
Strategic outcome: To build highly skilled organisational capacity that implements good governance and the effective and efficient operations of the organisation									
Sub-strategies	Objective statement	Performance Indicator	Baseline	2018/19	2019/2020	2020/2021	2021/2022	2022/2023	
3.1	To develop corporate governance structure and coordination mechanism	Aligned Commissioners handbook and governance structure with King IV principles	Commissioners Handbook	Reviewed and aligned Commissioners handbook with governance structure and King IV principles	Implemented aligned Commissioners handbook	Implemented aligned Commissioners handbook and governance structure with King principles	Reviewed and aligned Commissioners handbook and governance structure with King principles	Implemented aligned Commissioners handbook	
	To review the governance structure for effective oversight with clear roles and responsibilities and provide effective leadership	A report on compliance on policies and legislation	CGE policies PFMA National Treasury Regulations	A Report on compliance with legislation and policies	A Report on compliance with legislation and policies	A Report on compliance with legislation and policies	A Report on compliance with legislation and policies	A Report on compliance with legislation and policies	

Strategic Objective 3: To build an efficient organisation that promotes and protects gender equality									
Strategic outcome: To build highly skilled organisational capacity that implements good governance and the effective and efficient operations of the organisation									
Sub-strategies	Objective statement	Performance Indicator	Baseline	2018/19	2019/2020	2020/2021	2021/2022	2022/2023	
		A compliance report on substantive gender equality	None	A compliance report on substantive gender equality	A compliance report on substantive gender equality	A compliance report on substantive gender equality	A compliance report on substantive gender equality	A compliance report on substantive gender equality	
3.2	To improve Human resource management and development	Implemented HR strategy and plans	HR Strategy	Implemented HR strategy and plans	Implemented HR strategy and plans	Implemented HR strategy and plans	Implemented HR strategy and plans	Implemented HR strategy and plans	
3.3	To improve financial and Supply Chain Management	Comprehensive report on corporate services	Financial Management Strategy	Reviewed and approved financial management strategy	No activity	No activity	No activity	No activity	
				Implemented financial management strategy	Implemented financial management strategy	Implemented financial management strategy	Implemented financial management strategy	Implemented financial management strategy	

Strategic Objective 3: To build an efficient organisation that promotes and protects gender equality									
Strategic outcome: To build highly skilled organisational capacity that implements good governance and the effective and efficient operations of the organisation									
Sub-strategies	Objective statement	Performance Indicator	Baseline	2018/19	2019/2020	2020/2021	2021/2022	2022/2023	
				Decentralized financial systems for all provinces	No activity	No activity	No activity	No activity	
3.4	To provide optimal Information, Communication on Technology support (ICT) support for the efficient and effective management of the organisation	ICT Strategy and Plan	ICT Governance Framework	Reviewed ICT strategy and plans	Implemented ICT strategy and plans	Implemented ICT strategy and plans	Reviewed ICT strategy and plans	Implemented Knowledge management strategy	
		Approved knowledge management strategy	New indicator	Knowledge management strategy	Database for knowledge management	Archiving and Records Management Strategy	Implemented Knowledge management strategy	Implemented Knowledge management strategy	
3.5	To develop and implement a corporate	Reviewed and approved Communications Strategy	Communications Strategy and policies	A report on communications Audit	No activity	No activity	No activity	No activity	

Strategic Objective 3: To build an efficient organisation that promotes and protects gender equality								
Strategic outcome: To build highly skilled organisational capacity that implements good governance and the effective and efficient operations of the organisation								
Sub-strategies	Objective statement	Performance Indicator	Baseline	2018/19	2019/2020	2020/2021	2021/2022	2022/2023
communications strategy				Reviewed communications strategy and plan	Implemented communications strategy and plan	Implemented communications strategy and plan	Implemented communications strategy and plan	Implemented communications strategy and plan
		Reviewed and approved Branding Strategy and plan	Branding Strategy	Reviewed existing branding Strategy and Plan	Implemented branding strategy and Plan	Implemented branding strategy and Plan	Implemented branding strategy and Plan	Implemented branding strategy and Plan

Risk and Mitigation Strategic Objective 3

Risk	Mitigation
Inability to attract, grow and retain talent negatively impact on operational efficacy	- Recruitment and staff retention strategies, buttressed on training and skills development supported by an effective organisation-wide performance management practice. - Fund raising and continuous review of operating model, with a view to leverage and free resources through efficiency gains.
Governance interface amongst management, the oversight structures, Commissioners and Parliament.	Incorporation of King IV principles into the governance policies & practices of the Commission.

Risk	Mitigation
- Inadequacies of controls on Information Technology exposure to ensure information security Weaknesses, compliance to applicable laws and best practice. - Communication weakness	- Build defined coordination mechanisms with Parliament so that effective accountability processes integrate with the work of the Commission. - Upgrade and maintenance of ICT Infrastructure - Business continuity plans put in place and resourced. - Full compliance with the provisions of the POPI Act requirements. - Explore and exploit opportunities created by the social media development

Expenditure estimate for the strategic objective

SO	SO3	To build an efficient organisation that promotes and protects gender equality					
Sub- strategy	Goods & Services	Compensation of Employees	Total budget 2018/19	Total budget 2019/20	Total budget 2020/21	Total budget 2021/22	Total budget 2022/23
To develop corporate governance structure and coordination mechanism	3 666 500	10 186 400	13 852 900	14 628 700	15 433 300	16 205 000	17 015 300
To develop and implement a corporate communications strategy							
To improve financial and Supply Chain Management	4 631 930	4 814 500	9 446 430	9 975 400	10 524 000	11 050 200	11 602 700
To improve Human resource management and	2 062 450	1 646 700	3 709 150	3 916 900	4 132 300	4 338 900	4 555 800
To provide optimal Information, Communication Technology (ICT) support for the efficient and effective management of the organisation	1 421 571	1 358 100	2 779 671	2 935 300	3 096 700	3 251 500	3 414 100
To sustain a Chief Executive Officer's Programme that effectively coordinate the work of the Commission	2 454 470	3 310 200	5 764 670	6 087 500	6 422 300	6 743 400	7 080 600
Grand Total	14 236 920	21 315 900	35 552 820	37 543 800	39 608 600	41 589 000	43 668 500

Overall Expenditure estimates per line item

Projections					
Budget line items	Total Budget 2018/19	Budget estimate 2019/20	Budget estimate 2020/21	Budget estimate 2021/22	Budget estimate 2022/23
Bank Charges	75 000	79 200	83 600	88 200	93 100
Compensation of Employees	57 009 600	60 202 100	63 513 200	67 006 400	70 691 800
Computer Servicing, Internet & Website	1 109 401	1 171 500	1 235 900	1 303 900	1 375 600
Courier Services	450 000	475 200	501 300	528 900	558 000
Depreciation & Amortisation		-	-	-	-
Media Outreach	1 000 000	1 056 000	1 114 100	1 175 400	1 240 000
Office Cleaning, Maintenance, Plants & Security	2 013 000	2 125 700	2 242 600	2 365 900	2 496 000
Office Consumables	254 000	268 200	283 000	298 600	315 000
Others		-	-	-	-
Printing & Stationery	740 000	781 400	824 400	869 700	917 500
Professional Services	5 000 000	5 280 000	5 570 400	5 876 800	6 200 000
Report writing, Printing & Publishing	1 480 000	1 562 900	1 648 900	1 739 600	1 835 300
Subscriptions		-	-	-	-
Telecommunication Expenses	1 700 000	1 795 200	1 893 900	1 998 100	2 108 000
Training and Development	1 000 000	1 056 000	1 114 100	1 175 400	1 240 000
Travel, Accommodation and Related Expenditure	6 000 000	6 336 000	6 684 500	7 052 100	7 440 000
Vehicle expenses, maint, fuel and other	1 400 000	1 478 400	1 559 700	1 645 500	1 736 000
Venues, Catering & Event Management	1 504 000	1 588 200	1 675 600	1 767 800	1 865 000
Grand Total	80 735 000	85 256 000	89 945 200	94 892 300	100 111 300

Overall Expenditure estimates per Programme and Business

Per Economic classification	Compensation of Employees	Goods & Services	Total budget 2018/219	Total budget 2019/20	Total budget 2020/21	Total budget 2021/22	Total budget 2022/23
COMMISSIONERS: GOVERNANCE & SUPPORT							
COMMISSIONERS	10 186 400	3 666 470	13 852 870	14 628 600	15 433 200	16 282 000	17 177 500
COMMISSIONERS: GOVERNANCE & SUPPORT Total	10 186 400	3 666 470	13 852 870	14 628 600	15 433 200	16 282 000	17 177 500
CORPORATE SUPPORT SERVICES							
CHIEF EXECUTIVE OFFICER	3 510 200	2 254 470	5 764 670	6 087 500	6 422 300	6 775 500	7 148 200
FINANCE & ADMINISTRATION	4 814 500	4 631 930	9 446 430	9 975 400	10 524 000	11 102 800	11 713 500
HUMAN RESOURCES	1 646 700	2 062 450	3 709 150	3 916 900	4 132 300	4 359 600	4 599 400
INFORMATION TECHNOLOGY	1 358 100	1 421 571	2 779 671	2 935 300	3 096 700	3 267 000	3 446 700
CORPORATE SUPPORT SERVICES Total	11 329 500	10 370 420	21 699 920	22 915 100	24 175 400	25 505 000	26 907 800
SERVICE DELIVERY PROGRAM							
COMMUNICATIONS	2 205 000	1 802 110	4 007 110	4 231 500	4 464 200	4 709 700	4 968 700
EASTERN CAPE	2 482 800	826 700	3 309 500	3 494 800	3 687 000	3 889 800	4 103 700
FREE STATE	2 264 200	635 910	2 900 110	3 062 500	3 230 900	3 408 600	3 596 100
GAUTENG	2 315 400	361 450	2 676 850	2 826 800	2 982 300	3 146 300	3 319 300
KWAZULU NATAL	2 470 900	656 830	3 127 730	3 302 900	3 484 600	3 676 300	3 878 500
LEGAL	2 112 100	446 650	2 558 750	2 702 000	2 850 600	3 007 400	3 172 800
LIMPOPO	2 310 700	572 610	2 883 310	3 044 800	3 212 300	3 389 000	3 575 400
MPUMALANGA	2 479 700	587 690	3 067 390	3 239 200	3 417 400	3 605 400	3 803 700
NORTH WEST	2 297 600	462 930	2 760 530	2 915 100	3 075 400	3 244 500	3 422 900
NORTHERN CAPE	2 457 900	464 760	2 922 660	3 086 300	3 256 000	3 435 100	3 624 000
Parliamentary Unit	1 483 400	205 490	1 688 890	1 783 500	1 881 600	1 985 100	2 094 300
PEI Support	317 200	7 700	324 900	343 100	362 000	381 900	402 900
PUBLIC EDUCATION & INFORMATION	1 742 500	194 120	1 936 620	2 045 100	2 157 600	2 276 300	2 401 500
RESEARCH	6 434 900	1 438 960	7 873 860	8 314 800	8 772 100	9 254 600	9 763 600
WESTERN CAPE	2 319 400	824 600	3 144 000	3 320 100	3 502 700	3 695 300	3 898 500
SERVICE DELIVERY PROGRAM Total	35 693 700	9 488 510	45 182 210	47 712 400	50 336 600	53 105 100	56 025 900
Total budget 2018/219	57 209 600	23 525 400	80 735 000	85 256 200	89 945 300	94 892 300	100 111 400



Strategic Partnerships

Stakeholder	Interests/Needs	What does CGE need from stakeholder	Potential (Capacity Motivation to bring about change)
Government	Provide various forms of operational and substantive information gender mainstreaming, implementation of gender equality Mainstream gender	Resources information on compliance	High influence
Presidency, Parliament	Oversight Influence legislative changes to advance gender equality	Political support	High
Institutions supporting Democracy (ISDs); Stats SA, HEIs, HSRC, United Nations, SALRC, Constitutional Court, Courts,	Sharing of resources	Advocacy, Outreach, lobbying	Medium
Civil Society Organisations	Funding for programmes Community reach Resources to advocate in communities	Recognition Share best practice models	Medium
Internal/Suppliers	Certainty Personal development	Commitment Skills	Low
Corporate SA	Business sustainability Good corporate governance Compliance with EE and Gender Transformation	Commitment to contributing to gender equality and action supporting commitment. Transparency	Low