



ANNUAL PERFORMANCE PLAN (APP)

2024/2025

29 March 2024

Executive Authority Statement

CGE Annual Performance Plan (2024 – 2025)

The Annual Performance Plan (APP) for the 2024/2025 financial year was a result of a consultative planning process between Commissioners as the executive authority and management from the secretariat perspective. The APP is an operational implementation guideline that provides the executive authority with a clear perspective of performance areas that the Commission for Gender Equality will focus on. The executive authority is pleased that the planned performance for the year has been broken down into quarterly operational targets. This is an important control measure that will enable effective implementation and subsequent performance assessment per quarter.

The APP provides three legislative mandate pillars (Legal Services, Public Education and Information, and Monitoring and Research) and breaks them into programmes aimed at promoting and attaining gender equality as set out in section 11 of the CGE Act 39 of 1996. The outputs and indicators will serve as instruments to guide the monitoring of performance. It is the aim of the Commission to improve performance results to a level much higher than previous financial years, and that can only be achieved through planning and effective implementation of programmes.

Through this APP, the Commission intends to create an enabling legislative environment for the attainment of gender equality through legislative submissions, investigations, research, and litigation. The Commission also aspires to develop information and education programmes to foster public understanding of gender equality. Finally, the Commission will monitor compliance and undertake research on issues that undermine gender equality. We are satisfied with the focus on these outcomes and believe that the APP will enable us to achieve the objectives of our mandate.

Chairperson – Adv Nthabiseng Sepanya-Mogale

Commission for Gender Equality

Accounting Officer's Statement

The planning process for the 2024/2025 financial year was different compared to the previous financial years since the performance cycle ahead falls in a new five-year strategic plan framework. The operational environment is envisaged to also be unique due to the general elections set to take place in 2024. As part of our risk analysis through PESTEL, and considering our SWOT analysis, we have taken into consideration all possible external developments in our planning process to ensure that our performance cycle is safeguarded from unforeseeable events. This is critical because it is the aim and objective of the Secretariat to ensure that all performance targets are met and achieved within their respective quarters across all operational departments.

The legislative mandate of the Commission, as set out in section 11 of the Commission for Gender Equality Act 39 of 1996 (as amended), it is centered on three performance areas, namely Legal Services, Monitoring and Research, and Public Education and Information. Through the legal department, the Secretariat has undertaken to do legislative submissions to Parliament that will propose and enable gender transformation in various laws of the country. The Commission will also undertake legal investigations to determine issues that serve as barriers to the attainment of gender equality in all spheres of society. The Research area will be steered to undertake critical monitoring of South Africa's compliance with regional and international conventions and instruments, while also initiating targeted research on issues that undermine the attainment of gender equality in the broader society.

The public education area is important to enable the Commission to educate citizens on its mandate and programmes. This education process will entail the implementation of community outreach engagements to foster public understanding of gender equality and the functions and powers of the Commission. The information empowerment for communities is important to amplify the mandate of the Commission as it opens the path to citizens approaching us to lodge legal complaints on issues that have a gender bearing.

The first three strategic outcomes in this Annual Performance Plan (APP) provide operational pillars to the above-mentioned performance areas, with the first strategic outcome referring to the legal function, the second outcome to public education and information, and the third outcome to the monitoring and research function. As in previous financial years, we have a fourth strategic outcome that relates to our governance and administrative support function. This APP has been designed and developed to fully respond to operational areas of critical intervention by the Commission in gender-related issues. The Secretariat will ensure the achievement of the APP and effective compliance with the requirements of the Public Finance Management Act to ensure a clean audit. We have put in place strong managerial oversight to allow efficient operations.

Name and surname of the Accounting Officer:
Dr. Dennis Matotoka

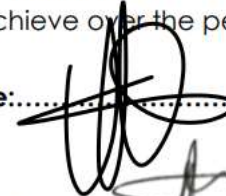
Commission for Gender Equality

The CGE hereby submits its Annual Performance Plan for the period of 1 April 2024 to 31 March 2025. It is certified that this Annual Performance Plan:

1. Was developed by Management and Commissioners of the CGE under the guidance of the Chairperson, Commissioner: Advocate Nthabiseng Sepanya Mogale.
2. Considers all relevant policies, legislation, and other mandates which the CGE is responsible for.
3. Accurately reflects the outcomes and outputs which the CGE will endeavour to achieve over the period 2024/2025.

Name and Surname: Dr. Dennis Matotoka (Acting CEO)
ACCOUNTING OFFICER

Signature:.....



Name and Surname: Dr Antoinette Ngwenya
CHIEF FINANCIAL OFFICER

Signature:.....



Name and Surname: Mr Tsietsi Shuping
Acting HOD: LEGAL SERVICES

Signature:



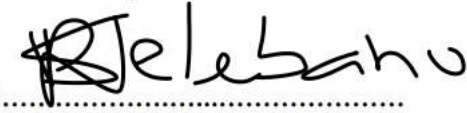
Name and Surname: Ms. Philisiwe Gabela
HOD: PUBLIC EDUCATION & INFORMATION

Signature:.....



Name and Surname: Ms. Naledi Selebano
Acting HOD: RESEARCH & POLICY

Signature:.....



Approved by:
Name and Surname: Advocate Nthabiseng Sepanya-Mogale
EXECUTIVE AUTHORITY:

Signature:.....



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PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

The Commission for Gender Equality (CGE) is one of the institutions established in terms of Chapter 9 of the Constitution of the Republic of South Africa, 1996. In terms of section 187 of the Constitution, the mandate of the CGE is to contribute to strengthening and deepening constitutional democracy in South Africa through the promotion, protection, development, and attainment of gender equality.

The powers and functions of the CGE are further outlined in the CGE Act 39 of 1996 (Hereinafter "CGE Act"), which include monitoring and evaluating the policies and practices of government, the private sector and other organisations to ensure that they promote and protect gender equality; public education and information; reviewing existing and upcoming legislation from a gender perspective; investigating inequality; commissioning research and making recommendations to Parliament or other authorities; investigating complaints on any gender-related issue and monitoring and reporting on South Africa's compliance with international conventions.

The CGE is therefore an independent institution that is subject only to the Constitution and the laws of the Republic of South Africa, as well as public service governance guidelines and principles of administrative justice. The Commission must, therefore, operate impartially in the exercise of its powers and perform its functions without fear, favour or prejudice.

2. LEGISLATIVE MANDATE, Commission for Gender Equality Act, 1996. (CGE Act 39 of 1996)

Powers and functions of Commission

(1) In order to achieve its object referred to in sections 181 and 187 of the Constitution, 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,

- in order 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.

(j) 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.

3. INSTITUTIONAL POLICY AND 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)
- 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 2001 (3) SA 925 (CC)

Independence of Chapter 9 institutions.

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

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 is further entrenched under section 181 of the Constitution 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.¹

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)

C 9 institutions financial independence

¹ *Independent Electoral Commission v Langeberg Municipality 2001 (3) SA 925 (CC)* at Paragraph 28

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 Treasury.

Economic Freedom Fighters v Speaker of Parliament and Others.

Democratic Alliance v Speaker of Parliament and Others (CCT 143/15: CCT171/15) [2016] BCLR 618 (CC); 2016 (3) SA 580 (CC) (31 March 2016)

Nkandla ruling

The court clarified that the Constitution guaranteed the independence, impartiality, dignity and effectiveness of C 9 institutions. The court emphasized that C 9 Institutions strengthen constitutional democracy in the Republic. To achieve this crucial objective, they are required to be independent and subject only to the Constitution and the law. It is demanded of them to be impartial and to exercise the powers and functions vested in it without fear, favour or prejudice. The court held at paragraph 49 that “the constitutional safeguards in section 181 would also be meaningless if institutions purportedly established to strengthen our constitutional democracy lacked even the remotest possibility to do so.” It is deduced from this ruling that the CGE, like other C 9 institutions must have adequate the resources and capacities necessary to effectively execute their mandate so that they can indeed strengthen constitutional democracy.

PART B: OUR STRATEGIC FOCUS

IMPACT: A society and government that is knowledgeable, accountable and responsive about all dimensions of gender equality.

Vision

An independent, constitutionally mandated organisation that pioneers and catalyses gender development and transformation.

Mission

To lead, promote, protect, monitor and evaluate gender equality through research, managing public education, policy development, legislative initiatives, and litigation.

Values

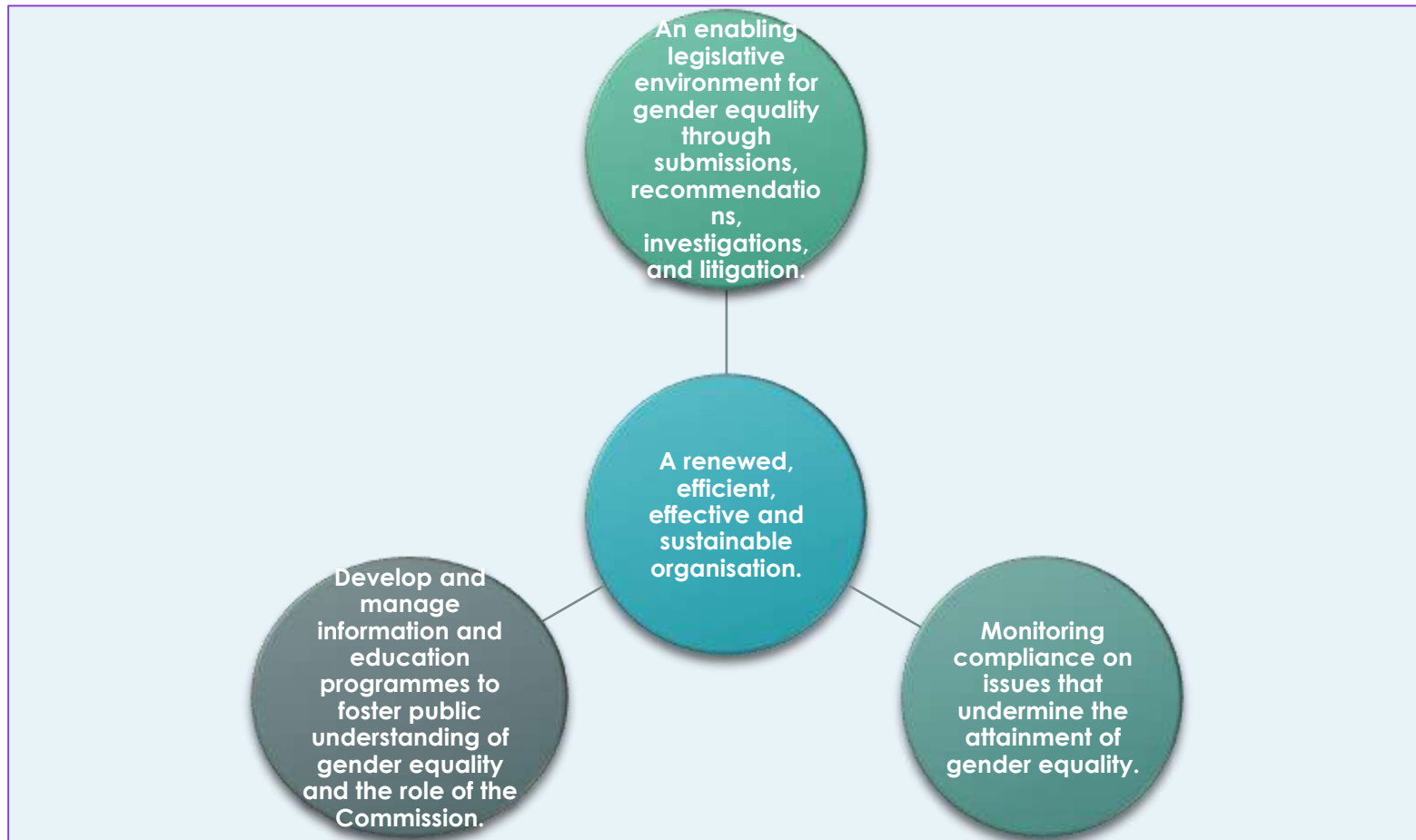
We are anchored in the supremacy of the Constitution and the rule of law, and we perform all our functions with an ethos grounded in the following values:

- **Independence** We perform our duties impartially, without fear, favour or prejudice, mindful of the independence of our Office.
- **Professionalism** We timeously execute our responsibilities with the utmost care and diligence.
- **Confidentiality** We always ensure and maintain confidentiality.
- **Ethical behaviour** We maintain high standards of trustworthiness and honesty, respect, empathy and Integrity.
- **Team work** We support and work in collaboration with our colleagues, state organs and civil society to maximise the attainment of our objectives.
- **Accountability** We always give an account of our actions and decisions.

Brand Promise

Safeguarding Gender Equality

5. OUR OUTCOMES



a. Outcome Purpose

#	OUTCOMES	PURPOSE
1.	An enabling legislative environment for gender equality through submissions, recommendations, investigations, and litigation.	To evaluate legislation, policies, practices and mechanisms within public and private institutions and make recommendations and undertake litigation to advance the gender transformation agenda.
2.	Develop and manage information and education programmes to foster public understanding of gender equality and the role of the Commission.	To conduct advocacy initiatives, develop and manage public education interventions with sector partners in the promotion of public understanding of gender equality and access to gender justice.
3.	Monitoring compliance and research on issues that undermine the attainment of gender equality.	To identify and monitor key issues that impact on gender equality, evaluate contributions by role-players to gender equality and make recommendations to promote and attain gender equality.
4.	A renewed, efficient, effective, and sustainable organisation.	To build and sustain efficient and effective organisational culture, organisational systems, operations, and governance processes, for the optimal performance of the institution in executing its mandate.

6. SITUATIONAL ANALYSIS

a. EXTERNAL ENVIRONMENT ANALYSIS (PESTEL)

Dimension	Factors	Implications for CGE
Political	Political uncertainty in respect of the incoming seventh governmental administration, and the probability of governance by coalition at national and provincial level.	<ul style="list-style-type: none"> o The extent and nature of political buy-in of gender-equality is uncertain. o The potential for gender equality to become lost or drowned out in the political landscape and the political discussion. o Regression in gains made.
	Political international relations.	<ul style="list-style-type: none"> o The state's ability and position in the protection of human rights at an international level impacts on CGE's contribution in the gender discourse.
	Women Economic Empowerment.	<p>Women continue to suffer from exclusion by the economic systems from accessing meaningful mainstream opportunities. This causes deepening economic imbalances and prejudice comparatively, thus eroding the efforts of ensuring a community that is free from all forms of gender oppression. The current statistics released about the status of employment for women is indicative of an economy that has less women in meaningful employment, compared to men in the country.</p> <p>This speaks particularly to black women in the rural and township areas who continue to suffer from exclusion by binding by-laws, succession for acquiring communal land, and economic systems that are supposed to be the enablers for trading.</p> <p>The issue of education that is fit to capacitate women and the girl child in the areas of Science Technology Engineering and Mathematics is a matter that requires a collaborative thought to encourage the girl child to pursue this form of education at an early stage.</p>

Dimension	Factors	Implications for CGE
	Global Economic decline.	<ul style="list-style-type: none"> o The impact erodes the efforts made for advocating for economic reforms favouring women. Unemployment at household level which is fuelled by the economic decline worsens poverty, creates classism, fuels mental illnesses, that to some extent increases GBV. o The CGE should shine a spotlight in terms of the gendered impact of job losses on women. o Policy pronouncements that are said to close gender inequality for women, such as the 40% procurement policy, that have no binding effect from a legislative power and relevant legislative authority. o Fiscal budget cuts that constantly impact the potential for CGE to carry out fully its intended large scale impactful initiatives.
Social	Unemployment (Poverty, Crime).	<ul style="list-style-type: none"> o The rising unemployment, and Government programs at hand that are not fully curbing the rise of GBVF, Sexual Offences, Statutory Rape, drug and alcohol abuse, and Child Pregnancy continue to perpetuate gender inequality.
	Welfare State (Social grants, Dependency).	<ul style="list-style-type: none"> o The uncontrolled, undocumented foreign population that is emigrating to the country exacerbates the already constrained social welfare reforms in a way that continues to constrain the fiscus, thus impacting on sustenance of households.
	De-prioritisation of violence against girl child, the Sexual Orientation, gender identity, Gender Expression (SOGIE), persons with disabilities.	<ul style="list-style-type: none"> o Inadequate violence prevention interventions that are not research based thus carrying non- effective monitoring and evaluation for key decisions. o Lack of sustainable gender budgeting and planning to drive impactful programs. o There is inadequate gender planning and budgeting and poor implementation of evidence-based interventions. o There is an inconsistent prioritisation of national implementation of interventions by government which has positive impact such as the war rooms, provincial National Strategic Plan on GBVF summits, green doors, GBVF Brigades, etc. o Blurred lines of consent - participation leads to abuse.

Dimension	Factors	Implications for CGE
Technological	Catching up with 4IR instead of pioneering and initiating.	<ul style="list-style-type: none"> o The CGE is not aligned to current technological developments thus unable to take advantage of the 4IR benefits. o Rapid digitisation influences migration to move towards aligning with the green economy. o CGE's lack of engagement with dangerous online discourse such as the incel driven Red Pill Movement and Manosphere has negatively impacted our society by making misogyny and misogynoir popular, multifaceted, and extreme even beyond the online realm. o The attainment of gender equality is outpaced by the evolution of 4IR.
	Underutilization and poor integration of IT systems.	<ul style="list-style-type: none"> o This is due to the lack of capacity, thus there is a need for both capacity building as well as the appropriate budgeting and recruitment that will ensure that appropriate and effective skill sets are brought into the organisation. o The CGE is not integrated with other information systems such as libraries, etc.
	Cyber Security.	<ul style="list-style-type: none"> o Protection of information, both personal and organisational is a critical issue.
	CGE misses Human Rights Violations which are facilitated by the internet and digital technologies.	<ul style="list-style-type: none"> o Human Rights violations which are facilitated through 4IR and the dark web (human trafficking, date sites, crypto currency, employment scams, child pornography). o Dual existence (offline and online) – as a result there are a large number of technologically facilitated Human Rights Violations which continue without our meaningful intervention. o Perpetuation of hate speech through online platforms.
Legal	Immigration Act (Amendments).	<ul style="list-style-type: none"> o Displaced and undocumented individuals struggling to access our services, as well as suspects of GBVF and human trafficking related crimes being untraceable.

Dimension	Factors	Implications for CGE
	Customary and Property Laws.	<ul style="list-style-type: none"> o Increase in our target population. o Land allocation in rural areas is based on gender discrimination.
	Health Bill (NHI Bill).	<ul style="list-style-type: none"> o Women's health issues such as the inappropriate allocation of certain prescribed minimum benefits for certain age groups need special mention in the NHI Bill. The Bill provides an opportunity for women and girls to have universal access to health care and thus addresses issues such as Sexual Reproductive Health and Rights.
	Legal Practice Act.	<ul style="list-style-type: none"> o Currently the CGE is unable to render legal services. The CGE needs to be included in the Legal Practice Act as an entity permitted to render legal services. This will enable the CGE to provide legal services to address gender discrimination at all spheres of society instead of procuring legal services.
	Employment Equity Act.	<ul style="list-style-type: none"> o The slow pace of transformation in the workplace requires the CGE to take cognisance of the amendment of the Employment Equity Act in advancing transformation.
	Domestic Violence Act.	<ul style="list-style-type: none"> o The current scourge of gender-based violence necessitates the CGE to take cognisance of the amendment of the Domestic Violence Act. The CGE uses this legislation to monitor matters relating to domestic violence before courts.
	Criminal Law (Sexual Offences and Related Matters) Amended Act).	<ul style="list-style-type: none"> o With the scourge of sexual violence in the country, the CGE takes cognisance of the Criminal Law (Sexual Offences and Related Matters) Amendment Act and will determine whether the appropriate sentences are serving as deterrence.
Environmental (An inter-sectionalist lens to be applied to centre diverse	Climate Justice.	<ul style="list-style-type: none"> o The CGE would have to direct its focus to the impacts of global warming and climate change and how it perpetuates and magnifies structural inequalities, including those between women and men. o This is especially true in many parts of the world where women rely on climate-sensitive work like agriculture and manual labour to make a living. This is a triple burden to the vulnerable groups including persons with disabilities.

Dimension	Factors	Implications for CGE
vulnerable groups). <ul style="list-style-type: none"> • Persons with disabilities. • Women living in the rural areas, informal settlements, townships, etc. • Sexual Orientation, Gender Identity, and Gender Expression (SOGIE). • Children and youth, etc. 		<ul style="list-style-type: none"> ○ Just Transition from Carbon emissions to the green economy is to be done from a gender perspective. CGE will lead and influence discussions of mainstreaming the just transition discourse. ○ The CGE needs to look at how it will monitor and lobby for the development of more effective, evidence-based climate policies and actions, addressing the needs of all genders with a dedicated focus on the inequalities facing women, girls and persons of diverse sexual and gender expressions.
	Floods.	<ul style="list-style-type: none"> ○ CGE to influence disaster management planning, response, and recovery to ensure that gender dimensions are included and most importantly to ensure that women's voices are amplified within the discourse. ○ Disaster Management to include issues of sexual and reproductive health rights in disaster response.
	Drought.	<ul style="list-style-type: none"> ○ CGE to champion the discussions of access to safe drinking water. ○ CGE to focus on development and support mechanisms for women in agriculture, who do not have access to commercial markets and lack innovative farming technologies and financial support.

b. INTERNAL ENVIRONMENTAL ANALYSIS (SWOT)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Independence of the Commission. • Guaranteed budget annually. • Skilled personnel to deliver the mandate of the Commission. • Technically highly skilled and diverse staff and commissioners. • A national footprint with offices in all 9 provinces. • Working well with stakeholders in provinces. • A wide range of stakeholders, specifically at the provincial level. • A Constitutionally established body with a Constitutional mandate. • The CGE Act clearly delineates our Constitutional responsibilities and functions. 	<ul style="list-style-type: none"> • Uncertainty in terms of budget allocation- budget cuts. • Inadequate IT resources (disproportionality between size and demand). • CGE unable to respond adequately to provincial demands due to increased population (disproportionality between size and demand). • Funding and budgetary constraints. • Lack of binding recommendations. • Inadequate visibility because of limited resources. • Insufficient human capital • Legal Practice Council (LPC) Legal Standing.
Opportunities	Threats
<ul style="list-style-type: none"> • Strengthen integration between the different core and support departments within the CGE. • Accepting external donor funding for research projects. • Innovation in light of austerity measures. • Workplace culture. • Media platform exposure. • An ability to focus on persons of all genders, with a focus on inequities facing women and girls, persons of diverse sexual and gender expressions. • Opportunity to enforce our mandate if we utilise our powers. • Broad-based experienced personnel in different skill sets. • Good understanding of Gender Issues and Equality landscape. 	<ul style="list-style-type: none"> • Economic status of RSA leading to cost containment measures. • External stakeholders not being able to distinguish between human rights and gender rights. • Implementation of emerging treasury regulations. • Austerity measures/ budget cuts. • Government Institutions misunderstand our mandate. • Lack of alertness to the environment around us, (legislative reforms).

- National and provincial footprint.
- Planned amendment to the CGE Act.
- Business Model opportunity to expand and redefine the institution.
- Opportunity to influence the transformation and development agenda.
- Changes in the Electoral Act.
- Re-migrating to DOJ to relocate gender within the human rights discourse.

c. ANALYSIS OF THE INTERNAL AND EXTERNAL ENVIRONMENT USING SWOT

Patriarchy has been associated with the State, family and household and as such inequalities between women and men (Erturk, 2004)². This implies that it has been rooted in both the private and public life of individuals in society. Cultural beliefs, traditions and religious beliefs further perpetuate inequalities created by patriarchal power that is entrenched within society. It is therefore of cardinal necessity that structural factors which include discrimination of vulnerable groups must be addressed to favourably affect the positive outcomes to vulnerable groups' enjoyment of rights and access to opportunity.

Gender-based violence, and femicide is pervasive in our society. A significant number of 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. Unemployment remains a

² 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

challenge that affects women more than men and therefore places a burden on women headed households. This can further perpetuate gender-based violence.

Limited knowledge and access to Sexual and Reproductive Health Rights remains an obstacle, especially the vulnerable groups.

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 has 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 all spheres of society 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 PROGRAMMES

The Commission undertakes its work through four programmes, each of which is described below. Each programme has a specific focus and purpose and implements defined initiatives that seek to achieve the impact desired by the Commission.

Programme One: Legal Services

Purpose of the Programme: The purpose of this programme is to ensure that there is an enabling legislative environment for gender equality in South Africa. This is achieved through the examination of existing legislation, recommendations for new legislation or provisions, the making of recommendations aimed at transformation and inclusivity, national and provincial trend analysis, undertaking of systemic investigations, undertaking investigations arising from complaints received regarding gender equality issues as well as emerging gender aspects, and engagements with the relevant executive arms of the state and private sector to address the recommendations made. Litigation, mediation, public investigative hearings and issuing of the investigative reports are means utilized to deliver the objectives of the programmes.

Interdependencies: This programme receives support of the Public Education and Information Programme, Research and Monitoring Programme and Communications Programme on the aspects that need to become the subject of the investigations and engagements.

Monitoring and Evaluation: The programme undertakes ongoing monitoring and evaluation of its work to assess whether the recommendations, investigations and litigations undertaken is achieving the desired impact for the Commission.

The Annual Performance Plan of the programme follows:

PROGRAMME ONE: LEGAL SERVICES: ANNUAL PERFORMANCE PLAN: 2024/2025										
#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		
				Audited Performance			Estimated Performance			
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
1.	An enabling legislative environment for gender equality through submissions, recommendations, investigations, and litigation.	1.1. Submissions on gender aspects in legislation, policies, and prescripts.	Number of submissions and one consolidated report thereof.	16 Submissions.	18 Submissions.	16 Submissions and report thereof.	20 Submissions and report thereof.	Twenty submissions and one consolidated report.	Twenty submissions and one consolidated report.	Twenty submissions and one consolidated report.
		1.2. Strategic engagements with the executive arm of government and the private sector on CGE's related report/s, and a report thereof.	Number of engagements and report thereof.	3 systemic investigations conducted.	3 systemic investigations conducted.	2 Systemic investigations conducted and a report thereof.	2 systemic investigations conducted and a report thereof.	Two Strategic engagements with the executive arm of government and private sector on CGE's related report/s, and a report thereof.	Two Strategic engagements with the executive arm of government and private sector on CGE's related report/s, and a report thereof.	Two Strategic engagements with the executive arm of government and private sector on CGE's related report/s, and a report thereof.
		1.3. Provincial investigations.	Number of investigations and a report thereof.	-	40 courts monitored and a report thereof.	40 courts monitored and a report thereof.	30 courts monitored and a report thereof.	Five provincial investigations conducted and five reports thereof.	Five provincial investigations conducted and five reports thereof.	Five provincial investigations conducted and five reports thereof.

PROGRAMME ONE: LEGAL SERVICES: ANNUAL PERFORMANCE PLAN: 2024/2025										
#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		
				Audited Performance			Estimated Performance			
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
						1.4 Management of gender complaints in accordance with Complaints Handling Manual.	80 per cent compliance with CGE Complaints Handling Manual and a report thereon	-	-	1 CGE Act amended bill submitted to the relevant authority. Progress report on situational analysis and consultation process for reviewing the Act.

Programme Two: Public Education and Information

Purpose of the Programme: This programme promotes gender equality through a sector-based approach using key role players in the public, private and civil society sectors. The programme provides these sectors with critical information about gender equality in the form of guidelines, frameworks and training of trainer initiatives which multiply the number of people and organisations who can represent and promote gender equality.

Interdependencies: The programme is richly informed by the insights gained in the Legislative Enablement and Research and Monitoring Programme to inform the content of the guidelines, frameworks and training of trainers' initiatives it undertakes.

Monitoring and Evaluation: The programme undertakes ongoing monitoring and evaluation of its work to assess whether the Public Education and Information initiatives are achieving the desired impact for the Commission.

The Annual Performance Plan of the programme follows:

PROGRAMME TWO: PUBLIC EDUCATION AND INFORMATION: ANNUAL PERFORMANCE PLAN: 2024/2025										
#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		
				Audited Performance			Estimated Performance			
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
2.	Develop and manage information and education programmes to foster public understanding of gender equality and the role of the Commission.	2.1. Lead, promote and monitor gender mainstreaming information and education programs in both private and the public sectors.	Number of Gender Mainstreaming information and education initiatives led, promote, and monitored with Public and Private Sector, and a report thereof.	46 Municipalities reached through gender mainstreaming sessions.	36 Gender Mainstreaming interventions to lobby and influence decision makers.	18 Municipalities in which SDGs were localised through Gender Mainstreaming and a report thereof.	72 Gender Mainstreaming sessions conducted with municipalities and other institutions/public sector.	72 Gender Mainstreaming interactions promoted and monitored for both the public and private sectors, and a report thereof.	72 Gender Mainstreaming interactions, promoted, and monitored for both the public and private sectors, and a report thereof.	72 Gender Mainstreaming interactions, promoted, and monitored for both the public and private sectors, and a report thereof.
		2.2. Develop sectoral gender equality sphere of knowledge and influence.	Lead and develop gender equality education and information initiatives for dissemination in public and private sector, and a report thereof.	72 outreach, advocacy, and legal clinics.	108 Outreach, advocacy and access to justice interventions conducted.	4320 people reached through public education outreach and a report thereof.	108 public education sessions.	108 developed gender equality education and information initiatives for dissemination in public and private sector, and a report thereof.	108 developed gender equality education and information initiatives for dissemination in public and private sector, and a report thereof.	108 developed gender equality education and information initiatives for dissemination in public and private sector, and a report thereof.

PROGRAMME TWO: PUBLIC EDUCATION AND INFORMATION: ANNUAL PERFORMANCE PLAN: 2024/2025										
#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		
				Audited Performance			Estimated Performance			
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
		2.3. Radio Education Outreach initiatives for communities.	Outreach initiatives using Radio to educate and engage communities about the mandate of the Commission.	-	One consolidated report on media, advocacy and outreach campaigns through community radio stations and social media.	540 000 people reached through community radio education outreach and a report thereof.	72 outreach sessions using radio (Slots)	72 Outreach initiatives using Radio to educate and engage communities about the mandate of the Commission.	72 Outreach initiatives using Radio to educate and engage communities about the mandate of the Commission.	72 Outreach initiatives using Radio to educate and engage communities about the mandate of the Commission.
		2.4 Gender equality thought leadership is provided through developing and managing training of trainers' Gender and Development programmes for both public and private sectors.	Gender And Development Training content and programmes developed and managed for both private and public sectors.	36 Gender Mainstreaming interventions to lobby and influence decisions makers within public and private	36 training workshops on Gender and Development.	720 Stakeholders reached through Gender and Development (GAD) workshops and report thereof.	36 training workshops on Gender and Development.	36 GAD Training content and programmes developed and managed for both private and public sectors.	36 GAD Training content and programmes developed and managed for both private and public sectors.	36 GAD Training content and programmes developed and managed for both private and public sectors.

PROGRAMME TWO: PUBLIC EDUCATION AND INFORMATION: ANNUAL PERFORMANCE PLAN: 2024/2025										
#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		2026/2027
				Audited Performance			Estimated Performance			
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	
				institution s.						
		2.5 Content development to lead public discourse on gender equality through innovative and strategic use of communication initiatives and technologies.	Content development initiatives for communication platforms and technologies to amplify the CGE mandate.	—	Report of the implementation of the communication strategy and plan implemented.	48 000 000 people reached through information and communication initiatives and a report thereof.	88 media and communications initiatives executed to amplify the mandate of the CGE.	108 content development initiatives for communication platforms and technologies to amplify the CGE mandate.	108 content development initiatives for communication platforms and technologies to amplify the CGE mandate.	108 content development initiatives for communication platforms and technologies to amplify the CGE mandate.
		2.6 Coordinate stakeholder engagements on critical gender issues.	Stakeholder engagements coordinated on critical gender issues, and a report thereof.	—	—	—	36 stakeholder engagements and a report thereof.	36 Stakeholder engagements coordinated on critical gender issues, and a report thereof.	36 Stakeholder engagements coordinated on critical gender issues, and a report thereof.	36 Stakeholder engagements coordinated on critical gender issues, and a report thereof.

Programme Three: Research and Monitoring

The Purpose of the Programme: This programme monitors compliance with gender equality precepts at international, regional, national and provincial levels, and provides opportunities for dialogue on key issues to deepen understanding of gender equality.

Interdependencies: The programme's activities depend on collaboration between programmes Legal, Public Education and Information, and Communication departments.

Monitoring and Evaluation: The programme undertakes ongoing monitoring and evaluation of its work in order to assess whether the recommendations of research and monitoring reports are implemented.

The Annual Performance Plan of the programme follows:

PROGRAMME THREE: RESEARCH AND MONITORING: ANNUAL PERFORMANCE PLAN: 2024/2025										
#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		
				Audited Performance			Estimated Performance			
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
3.	Monitoring compliance and research on issues that undermine and amplify the attainment of gender equality.	3.1. Research, monitoring and evaluation Projects completed.	Number of Research, monitoring and evaluation Projects completed.	—	—	100% Annual Research agenda initiatives implemented.	Six Research Projects completed.	Four Research, monitoring and evaluation Projects completed.	Four Research Projects completed	Four Research Projects completed
		3.2. Reporting on the monitoring of the country's compliance with regional/international instruments.	Number of reports on the country's compliance with regional/international instruments.	1 report on the country's compliance with Maputo Protocol.	—	1 report on the country's compliance with regional/international instruments.	One report on the country's compliance with regional/international instruments.	One report on the country's compliance with regional/international instruments.	One report on the country's compliance with regional/international instruments.	One report on the country's compliance with regional/international instruments.
		3.3. Dissemination of research findings and recommendations to stakeholders.	Number of Policy Dialogues convened to communicate findings and recommendations of reports.	—	—	2 Policy dialogues.	2 Policy dialogues	Two Policy Dialogues convened.	Two Policy Dialogues convened.	Two Policy Dialogues convened.
			Number of Engagements to share research	—	—	—	—	Two Engagements to share research	Two Engagements to share reports with	Two Engagements to share

PROGRAMME THREE: RESEARCH AND MONITORING: ANNUAL PERFORMANCE PLAN: 2024/2025										
#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		2026/2027
				Audited Performance			Estimated Performance	2024/2025	2025/2026	
				2020/2021	2021/2022	2022/2023	2023/2024			
			reports with various stakeholders.					reports with various stakeholders.		research reports with
			Number of research and monitoring reports published on communication platforms.	-	-	-	-	12 research and monitoring reports published on communication platforms.	6 research and monitoring reports published on communication platforms.	6 research and monitoring reports published on communication platforms.

Programme Four: Effective Organisation

The Purpose of the Programme: The programme ensures that the Secretariat of the Commission supports the other three Programmes with an efficient and effective organisation that ensures the best possible systems, processes and policies, ensures the highest levels of corporate governance and the management of risk and compliance, enables financial management in line with the best international practices, and retains competent, motivated and engaged workforce.

Interdependencies: This programme provide organisational support to the three other programmes which represent the core business of the organisation. This is achieved through providing the necessary services required for the programmes to undertake their work.

Monitoring and Evaluation: The programme undertakes ongoing monitoring and evaluation of its work to assess whether it is providing effective and efficient support to the organisation and ensure compliance with organisational policies, treasury regulations, relevant legislation and governance guidelines.

The annual performance plan for this programme follows:

PROGRAMME FOUR: EFFECTIVE ORGANISATION: ANNUAL PERFORMANCE PLAN: 2024/2025										
#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		
				Audited Performance			Estimated Performance			
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
4.	A renewed, efficient, effective, and sustainable organisation.	4.1 Development of a Corporate Organisational Strategy which is informed by evidence-based interventions.	Corporate organisational strategy.	—	—	—	—	Development of a Corporate Organisational Strategy which is informed by evidence-based interventions.	Implementation of approved corporate organisational strategy.	Review and Implementation of approved corporate organisational strategy.
		4.2 Effective operation of Management Committee.	Number of scheduled Management committee meetings held, and resolutions taken.	—	—	—	—	8 scheduled management committee meetings conducted with signed minutes or resolutions thereof.	8 scheduled management committee meetings conducted with signed minutes or resolutions thereof.	8 scheduled management committee meetings conducted with signed minutes or resolutions thereof.
		4.3 Implementation of change management plan as per the new Business Model.	Progress report on the implementation of change management plan.	—	—	—	—	One progress report on the implementation of change management plan.	One progress report on the implementation of change management plan.	One progress report on the implementation of change management plan.

PROGRAMME FOUR: EFFECTIVE ORGANISATION: ANNUAL PERFORMANCE PLAN: 2024/2025

#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		
				Audited Performance			Estimated Performance	MTEF Period		
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
									managem nt plan.	
	4.4 Effective financial management of the institution.	Level of expenditure on planned improvement initiatives.	Average: 85% expenditure.	Average : 85% expenditure.	Average: 85% expenditure	100% expenditure on planned initiatives.	100% expenditure on planned initiatives.	100% expenditure on planned initiatives.	100% expenditure on planned initiatives.	100% expenditure on planned initiatives.
		Percentage implementation of Audit action plan of the previous financial year.	—	—	—	100% Audit action plan of the previous financial year implemented.	75% Audit Action Plan of the previous financial year implemented.	80% Audit action plan of the previous financial year implemented.	80% Audit action plan of the previous financial year implemented.	80% Audit action plan of the previous financial year implemented.
	4.5 Compliance with relevant legislation.	Compliance with legislation reviewed and implemented.	Implement compliance with legislation.	Implement compliance with legislation.	Implement compliance with legislation.	100% compliance with legislation implemented.	100% compliance with legislation implemented.	100% compliance with legislation implemented.	100% compliance with legislation implemented.	100% compliance with legislation implemented.
	4.6 Implementation of Risk Management Plan.	Progress report on implementation of Risk	100% Risk mitigation plan	100% Risk mitigation plan	100% Risk mitigation plan	100% Risk mitigation plan implemented	100% compliance with Risk Management Plan.	100% Risk mitigation plan implemented	100% Risk mitigation plan	100% Risk mitigation plan

PROGRAMME FOUR: EFFECTIVE ORGANISATION: ANNUAL PERFORMANCE PLAN: 2024/2025										
#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		
				Audited Performance			Estimated Performance			
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
			Management Plan	implemented	implemented	implemented				implemented
		4.7 Effective human capital planning and management.	% Vacancy rate	5 % Vacancy rate	5 % Vacancy rate	5 % Vacancy rate	5 % Vacancy rate.	5 % Vacancy rate.	5 % Vacancy rate.	5 % Vacancy rate.
			12 CGE policies will be reviewed.	-	-	-	14 CGE policies will be reviewed.	12 CGE policies will be reviewed.	12 CGE policies will be reviewed.	12 CGE policies will be reviewed.
			A culture transformation plan is developed.	-	-	-	-	Culture transformation plan developed.	Culture transformation plan developed	Culture transformation plan developed
			Number of training and development conducted.	4 Training and Development initiatives.	4 Training and Development initiatives.	4 Training and Development initiatives.	4 Training and Development initiatives.	Four Training and Development initiatives.	Four Training and Development initiatives.	Four Training and Development initiatives.
4.		4.8 Enabled and supported institution through effective Information Technology systems.	Development and management of Technology Infrastructure	-	-	-	-	Information and Technology Infrastructure managed and developed.	Information and Technology Infrastructure managed and developed	Information and Technology Infrastructure managed and developed.

PROGRAMME FOUR: EFFECTIVE ORGANISATION: ANNUAL PERFORMANCE PLAN: 2024/2025

#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		
				Audited Performance			Estimated Performance			
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
5.		4.9 Improved organisational governance, risk management and internal controls through independent and effective internal audit support.	Value add internal Audit report issued.	-	-	-	13 internal reports issued.	Consolidated Four quarterly value add internal Audit reports issued.	Consolidated Four quarterly value add internal Audit reports issued.	Consolidated Four quarterly value add internal Audit reports issued.
6.		4.10 Provision of effective corporate communication and media support to the institution.	Media and communication plan developed to provide effective corporate communication and media support to the institution.	-	Report on the implementation of the communication strategy and plan implemented.	48 000 000 people reached through information and communication and the report	88 Media and communication initiatives executed to amplify the mandate of the CGE.	Implementation of media communications plan developed to provide effective corporate communication and media support to the institution.	Review and developed to provide effective corporate communication and media support to the institution.	Review and developed to provide effective corporate communication and media support to the institution.
			Number of people reached through					Four reports on number of people reached through media and		

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PROGRAMME FOUR: EFFECTIVE ORGANISATION: ANNUAL PERFORMANCE PLAN: 2024/2025										
#	Outcomes	Outputs	Output Indicators	Annual targets				MTEF Period		
				Audited Performance			Estimated Performance			
				2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
			communication platforms.					communication platforms.		

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PART D: MEASURING OUR PERFORMANCE - INSTITUTIONAL PERFORMANCE INFORMATION - ANNUAL PERFORMANCE PLAN 2024/2025

QUARTERLY PERFORMANCE INFORMATION: 2024/2025

A	Annual Target: 2024/2025	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	CGE Leading Structures	
An enabling legislative environment for gender equality through submissions, recommendations, investigations and litigation.							
1.1.	Submissions on gender aspects in legislation, policies, and prescripts.	Twenty submissions and one consolidated report	Five submissions	Five submissions	Five submissions	Five submissions	Commissioners, Legal Dept and Provincial Managers
1.2.	Strategic engagements with the executive arm of government and the private sector on CGE's related report/s.	Two Strategic engagements with the executive arm of government and the private sector, and a report thereof.	Identifying and evaluating previous reports relevant to the engagements.	One internal engagement on the observations of both Public and Private Secor reports identified.	Conducting Two Strategic engagements with the executive arm of the government and the private sector.	Report drafting	Commissioners, Legal Department
1.3.	Provincial investigations.	Five provincial investigations and a report thereof.	Planning, investigation, and evaluation of provincial issues	Conducting of two provincial investigations through reports or hearings	Conducting three provincial investigations through reports or hearings	Drafting of the five reports on provincial investigations conducted	Commissioners & Provincial Managers, Research & Policy, and Legal Department

A	Annual Target: 2024/2025	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	CGE Leading Structures	
1.4.	Management of gender complaints in accordance with Complaints Handling Manual.	One consolidated report on 80 per cent compliance with CGE Complaints Handling Manual	A quarterly report on 80 percent compliance with CGE Complaints Handling Manual	A quarterly report on 80 percent compliance with CGE Complaints Handling Manual	A quarterly report on 80 percent compliance with CGE Complaints Handling Manual	Report drafting	Legal Department, Provincial Managers
OUTCOME 2: Develop and manage information and education programmes to foster public understanding of gender equality and the role of the Commission.							
2.1.	Lead, promote and monitor gender mainstreaming information and education programs in both private and the public sectors.	72 Gender Mainstreaming interactions, promoted and monitored for both the public and private sectors, and a report thereof.	18 Gender Mainstreaming interactions promoted and monitored for both the public and private sectors, and a report thereof.	18 Gender Mainstreaming interactions promoted and monitored for both the public and private sectors, and a report thereof.	18 Gender Mainstreaming interactions promoted and monitored for both the public and private sectors, and a report thereof.	18 Gender Mainstreaming interactions promoted and monitored for both the public and private sectors, and a report thereof.	Public Education and Information (PEI) & Provincial Managers
2.2.	Develop sectoral gender equality sphere of knowledge and influence.	108 developed gender equality education and information initiatives for dissemination in public and private sector, and a report thereof.	27 developed gender equality education and information initiatives for dissemination in public and private sector, and a report thereof.	27 developed gender equality education and information initiatives for dissemination in public and private sector, and a report thereof.	27 developed gender equality education and information initiatives for dissemination in public and private sector, and a report thereof.	27 developed gender equality education and information initiatives for dissemination in public and private sector, and a report thereof.	Public Education and Information Department, Communication, Department and Provincial Managers.
2.3.	Radio Education Outreach	72 Outreach initiatives using	09 Outreach initiatives using	09 Outreach initiatives using	27 Outreach initiatives using	27 Outreach initiatives using	Public Education and Information

A	Annual Target: 2024/2025	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	CGE Leading Structures	
	initiatives for communities.	Radio to educate and engage communities about the mandate of the Commission.	Radio to educate and engage communities about the mandate of the Commission.	Radio to educate and engage communities about the mandate of the Commission.	Radio to educate and engage communities about the mandate of the Commission.	Radio to educate and engage communities about the mandate of the Commission.	Department, Communication Department, and Provincial Managers.
2.4.	Gender equality thought leadership is provided through developing and managing training of trainers' Gender and Development programmes for both public and private sectors.	36 GAD Training content and programmes developed and managed for both private and public sectors.	09 GAD Training content and programmes developed and managed for both private and public sectors.	09 GAD Training content and programmes developed and managed for both private and public sectors.	09 GAD Training content and programmes developed and managed for both private and public sectors.	09 GAD Training content and programmes developed and managed for both private and public sectors.	Public Education and Information Department, Communication Department, and Provincial Managers.
2.5.	Content development to lead public discourse on gender equality through innovative and strategic use of communication initiatives and technologies.	108 content development initiatives for communication platforms and technologies to amplify the CGE mandate.	27 content development initiatives for communication platforms and technologies to amplify the CGE mandate.	27 content development initiatives for communication platforms and technologies to amplify the CGE mandate.	27 content development initiatives for communication platforms and technologies to amplify the CGE mandate.	27 content development initiatives for communication platforms and technologies to amplify the CGE mandate.	Public Education and Information Department, Communication Department.

A		Annual Target: 2024/2025	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	CGE Leading Structures
2.6.	Coordinate stakeholder engagements on critical gender issues.	36 Stakeholder engagements coordinated on critical gender issues, and a report thereof.	9 Stakeholder engagements coordinated on critical gender issues.	9 Stakeholder engagements coordinated on critical gender issues.	9 Stakeholder engagements coordinated on critical gender issues.	9 Stakeholder engagements coordinated on critical gender issues.	Public Education & Information Department, Provincial Managers, Communication Department, and Commissioners.
OUTCOME 3: Monitoring and Research investigations on issues that undermine the attainment of gender equality							
3.1.	Number of Research, monitoring and evaluation Projects completed.	Four Reports on Research, Monitoring and Evaluation completed.	-4 Concept notes -Data collection tools	-Issuing of gatekeepers' letters -Data collection as per concept notes	-Data collection -Report writing	-Report writing -Report publications	Commissioners and Policy & Research Dept.
3.2.	Number of reports on the country's compliance with regional/international instruments.	One report on the country's compliance with regional/international instruments.	-Concept note -Data collection tool	Data collection	-Data collection -Report Writing	-Report writing -Report publication	Commissioners and Policy and Research Dept.
3.3.	Policy Dialogues conducted to communicate findings and recommendations of reports.	2 Policy Dialogue convened.	Concept note.	1 policy dialogue convened.	1 policy dialogue convened.	-	Commissioners and Policy & Research Dept.
	Number of Engagements to share research	2 Engagements to share research reports with	-	1 engagement attended to share	1 engagement attended to share research	-	Commissioners and Policy & Research Dept.

A		Annual Target: 2024/2025	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	CGE Leading Structures
	reports with various stakeholders.	various stakeholders.		research reports with stakeholders.	reports with stakeholders.		
	Number of research and monitoring reports published on communication platforms.	12 research and monitoring reports published on communication platforms.	-	4 research and monitoring reports published on communication platforms.	4 research and monitoring reports published on communication platforms.	4 communications channels used to publicly share research reports.	Commissioners, Policy & Research, PEI, Dept, and the Communications Dept.
OUTCOME 4: A renewed, efficient, effective and sustainable organisation							
4.1	Development of a Corporate Organisational Strategy which is informed by evidence-based interventions.	Corporate organisational strategy.		Conceptualisation of a corporate organisational strategy. Draft corporate organisational strategy.	Internal consultation on draft corporate strategy. Corporate Organisational strategy developed.	-	CEO, HoDs & Provincial Managers.
4.2	Effective operation of Management Committee.	8 scheduled management committee meetings conducted with signed minutes or resolutions thereof.	2 Management committee meetings held and minutes thereof.	2 Management committee meetings held and minutes thereof.	2 management committee meetings held and minutes thereof.	2 Management committee meetings held and minutes thereof.	CEO & CFO.
4.3	Implementation of change management	Progress report on the implementation	Consultation with internal	Procurement of independent	Consultation with internal	100% Implementation	Commissioners, CEO & HODs.

A		Annual Target: 2024/2025	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	CGE Leading Structures
	plan as per the new Business Model.	of change management plan.	stakeholders including commissioners.	service provider to guide the process	stakeholders including commissioners.	of the business model as per defined quarterly activities and annual implementation report.	
4.4	Effective financial management of the institution.	Level of expenditure on planned improvement initiatives.	25% quarterly expenditure on planned improvement initiatives.	50% quarterly expenditure on planned improvement initiatives.	75% quarterly expenditure on planned improvement initiatives.	100% quarterly expenditure on planned improvement initiatives.	CEO, CFO & HODs
4.5	Audit Action plan for resolving audit findings.	Percentage implementation of Audit action plan of the previous financial year.	0% quarterly audit action plan implemented.	50% quarterly audit action plan implemented.	60% quarterly audit action plan implemented.	75% quarterly audit action plan implemented.	CEO, CFO & HODs
4.6	Compliance with relevant legislation.	Compliance with legislation reviewed and implemented.	1 progress report on Compliance universe plan.	1 progress report on Compliance universe plan.	1 progress report on Compliance universe plan.	1 progress report on Compliance universe plan.	CEO, CFO, HoDs & Provincial Managers.
	Implementation of Risk Management Plan.	Progress report on implementation of Risk	2 Risk registers reviewed & updated	2 Risk registers reviewed & updated	2 Risk registers reviewed & updated	2 Risk registers reviewed & updated	

A		Annual Target: 2024/2025	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	CGE Leading Structures
		Management Plan	(Strategic & Operational)	(Strategic & Operational)	(Strategic & Operational)	(Strategic & Operational)	
4.7	Effective human capital planning and management.	5 % Vacancy rate	Implement 100% defined quarterly recruitment activities to reduce the vacancy rate	Implement 100% defined quarterly recruitment activities to reduce the vacancy rate	Implement 100% defined quarterly recruitment activities to reduce the vacancy rate	Implement 100% defined quarterly recruitment activities to reduce the vacancy rate	Human Resources
4.8	A culture transformation plan is developed.	Development of a Culture transformation plan	Progress Report	Progress Report	Progress Report	Progress Report	Human Resources
4.9	Review of CGE policies	12 CGE policies will be reviewed.	3 CGE Policies reviewed	3 CGE Policies reviewed	3 CGE Policies reviewed	3 CGE Policies reviewed	CEO, Human Resources, HOD, Managers
	Number of training and development conducted.	4 Training and Development initiatives conducted.	1 Training and Development initiatives conducted.	1 Training and Development initiatives conducted.	1 Training and Development initiatives conducted.	1 Training and Development initiatives conducted.	Human Resources and CEO
4.10	Provision of effective corporate communication and media support to the institution.	Implementation of media communications plan developed to provide effective	Digital media platforms used to implement the media communication plan.	Television, Radio, and Digital platforms used to implement the media	Digital media platforms and printed publications used to implement the media and	Radio and digital media platforms used to implement the media communications plan.	Communications Unit.

A	Annual Target: 2024/2025	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	CGE Leading Structures
	corporate communication and media support to the institution.		communications plan.	communication plan.		

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Outcome 1: An enabling legislative environment for gender equality through submissions, recommendations, and litigation

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, investigations arising from complaints received regarding gender equality issues, as well as emerging gender aspects and engagements with the relevant executives of the public and private sector to address the recommendations made.

The provisions of the Commission for Gender Equality Act 39 of 1996 empower the Commission to address gender related disputes through mediation, conciliation or negotiation. In addition, the Promotion of Equality and the Prevention of Unfair Discrimination Act 4 of 2000 empowers the Commission to refer complaints to the Equality Court for litigation. As such, the Commission will continue utilizing various means such as litigation, mediation, public investigative hearings and the issuing of investigative reports to deliver the objectives of the programmes. Furthermore, the Commission plans to conduct engagements with the executive arms of the state and private sector regarding the implementation of the recommendations and observations of the previous investigative reports and hearings. It also aims to broaden provincial investigation to be more systemic, impactful, and responsive to the province's needs.

Outcome 2: Develop and manage information and education programmes to foster public understanding of gender equality and the role of the Commission.

In order 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. Through this outcome, the Commission will render programmes that raise awareness and positive involvement thus fostering transformation that changes material conditions of all genders, women and girls, and persons of diverse sexual and gender expressions, in line with the aspirations for gender rights.

Furthermore, the Commission aims to increase its reach and publish a report on the outcomes of its public education and information programmes.

Outcome 3: Monitoring and Research investigations on issues that undermine the attainment gender equality.

In terms of the National Development Plan (NDP), the Commission for Gender Equality and the Department for Women, Youth and Persons with Disabilities (DWYPD) 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 lives. Despite hardships 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 of GBV.

Outcome 4: A renewed, efficient, effective and sustainable organisation.

The strength and competence of the Commission to deliver on its mandate depend on its internal systems and 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. This requires a comprehensive organisation renewal process. The Commission, therefore, has embarked on the process to review of its business operations, to improve on its efficiencies and effectiveness.

PROGRAMME RESOURCE CONSIDERATIONS

Per Strategic Objectives/Outcomes: Medium Term Expenditure: 2024/25 - 2026/27_Budget

Strategic Outcome	Outcome Description	Audited Outcome: 2020/21	Audited Outcome: 2021/22	Audit Outcome : 2022/23	Original Budget: 2023/2024	Adjustment Budget: 2023/24	2nd Adjustment Budget: 2023/24	Forecast: 2024/2025	% of 2024/25	Forecast: 2025/2026	Forecast: 2026/2027
1	An enabling legislative environment for gender equality (through submissions recommendations, investigations, investigations and litigations).	12 294 000	15 393 358	18 258 108	26 586 274	26 624 948	27 830 450	27 679 611	30	28 860 194	29 928 021
2	Development or management of information and education programmes to foster public understanding of gender equality and the role of the Commission.	20 115 000	32 616 712	40 069 519	33 996 215	34 016 215	34 587 677	30 279 667	32	36 296 832	37 639 815
3	Monitoring compliance and research on issues that undermine and amplify the attainment of gender equality.	8 103 000	5 770 218	7 154 018	8 075 056	8 095 056	8 815 351	8 438 433	9	8 793 163	9 118 510
4	A renewed, efficient, effective and sustainable organisation.	38 103 000	24 055 371	29 385 732	25 482 455	21 536 281	24 039 022	27 169 289	29	23 524 811	24 399 654
		78 615 000	77 835 659	94 867 377	94 140 000	90 272 500	95 272 500	93 567 000	100	97 475 000	101 086 000

The Commission's programmes are mainly funded by National Treasury, through the baseline allocations which are made under a Budget Vote for the National Department for Women, Youth and Persons with Disabilities. The budget allocation for the current planning cycle will increase from R 90,2 million to R 93,6 million. This will result in a slight increased spending in the 2024/25 financial year on all activities. The filling of vacancies started in 2022/23 financial year and it's in progress with the changes that will be taking place as some Commissioners' terms ending during 2024/25 financial year. The Commission is planning to fill at least 90% of the vacancies (Secretariat) by the end of the 2024/25 financial year.

The Commission plans to spend R 71,1 million (76%) on salaries and R22,5 million (24%) on goods and services. It must be noted that the salaries constitute a larger proportion of the allocated budget, which is above the norm. Reason being that the reduction of the baseline allocation from R100,7 million in 2022/23 financial year to R94,1 million and R90,2 million for 2023/24 financial year respectively. It can be substantiated by

the fact that the Commission's core services is directly provided by the employees and Commissioners. Therefore, the strength and the ability of the Commission to deliver on its mandate depends on its internal skills and competencies which enables the efficient and effective execution of its functions in a sustainable manner. The Commission saw it necessary to allocate the highest budget allocation on the core services of R 30,3 million (32%) for resources and programmes geared towards implementing CGE's mandate, in advancing, protecting and promoting gender equality in our society. This includes attracting highly skilled individuals in senior roles to increase the capabilities of the Commission. This will ensure the achievement of an outcome of protecting gender equality as well as advancing and promotion of gender equality. Second highest allocation of R27,7 million (30%) for the enablement of legislative environment activities and programmes.

The Commission plans to spend R 27,2 million (29%) of the budget on programmes that support core services such as Information Technology, Internal Audit, Communications, Human Resources Management, CEO, as well as Finance and administration units. These support services will ensure compliance, audits, risk management, effective and efficient systems for smooth operations of the organisation when implementing programmes and activities, in line with the Commission's mandate.

The allocation increase in this financial year will have a slight positive impact on the activities relating to the investigations of widespread violations of gender rights, the monitoring of compliance with international instruments and legislation that promotes transformation towards gender equality by the public and private entities.

The core outcomes represent a key focus by the Commission, as they are more centered around the legal obligations contained in the enabling legislation, namely the CGE Act and the Promotion of Gender Equality, Prohibition of Unfair Discrimination Act (PEPUDA).

UNFUNDED FINANCIAL NEEDS AS PER BUSINESS MODEL: 2024/25 – 2026/27 MEDIUM-TERM

The Commission developed a Business Model during the financial year 2023/24 which outlines the ideal CGE, which can implement its mandate on a broader scale when having an adequate resources/ funding. The total additional amount needed to fund the Business model is R50,8 million.

Cost of all proposed changes to the structure

During the workshops, Commissioners, Departments, and Provinces proposed changes to the organisational structure. There was also a request to show what an ideal structure might look like and move towards it when the budget permitted. The total additional cost amounts to **R50 779 000** or an additional **56%** on the current budget of R90,272,000.

KEY RISKS AND MITIGATIONS

Outcomes	Key risks	Risk Mitigation
An enabling legislative environment for gender equality through submissions, recommendations, and litigation.	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 compliance by government on international and regional treaties and instruments.	Application of the relevant sections of the CGE Act.
	Giving necessary legal advice puts CGE at reputational risk as acting outside what current legislation permits	Lobby amendment to existing legislation for CGE to provide legal advice
	Erroneous court findings which could nullify the desired impact of enabling legislation.	Initiate legal review procedures to redress
Development and management of information and education programmes to foster public understanding of gender equality and the role of the Commission.	Reputational damage and discrediting as a result of lack of 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.
	Risk to safety of CGE staff due to Intolerant and unreceptive communities.	Targeted education programmes on CGE mandate and programmes. 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.
	Conflict of interests due to stakeholder collaborations that could indirectly or directly cloud autonomy and authority to act.	Strategic Partnerships Strategy and policy.

Outcomes	Key risks	Risk Mitigation
Monitoring and Research investigations on issues that undermine the attainment gender equality.	Constrained ability to produce credible findings as a result of unreliable, invalid and incomplete data.	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) Research agenda.
	The relevance, trust in and reliability of CGE in the eyes of the public negatively impacted due to insufficient monitoring of both private and public 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) Monitoring framework and plan
A renewed, efficient, effective and sustainable organisation.	Limited understanding of 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. Right people in right jobs.
	Resistance to organisation change and renewal process	Consultation and inclusion
	Inability to measure the impact of the CGE interventions	Implementation of an M&E framework and Knowledge Management processes.
	Inadequate ICT infrastructure and data security	Deliberate investment in ICT infrastructure
	Reputational risk due to non-adherence to CGE Code of Conduct.	Popularising CGE values and CGE Code of Good Conduct.

PART E: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

OUTCOME 1: AN ENABLING LEGISLATIVE ENVIRONMENT FOR GENDER EQUALITY THROUGH SUBMISSIONS, RECOMMENDATIONS, AND LITIGATION	
1. Indicator title	Submissions on gender aspects in legislation, policies, and prescripts.
Definition	To measure extent to which the CGE contributes to gender-responsive legislation, though the submissions of comments on proposed and existing legislation.
Source of data	New Bills and existing legislation released for public comment. CGE submissions to the relevant authorities releasing the Bills or existing laws for amendments.
Means of verification	<ul style="list-style-type: none"> Submission of core comments made.
Method of calculation or assessment	Quantitative and qualitative
Assumptions	Submission of recommendations will be included in final legislation.
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> 20 submissions made to relevant authorities. Submission of recommendations will be included in final legislation.
Indicator responsibility	Commissioners, PLU & HOD Legal

2. Indicator title	Strategic engagements with the executive arm of government and the private sector on CGE's related report/s,
Definition	To assess gender transformation in strategic and operational systems of public and private institutions in South Africa in order to engage relevant executives on progress and hold them accountable
Source of data	Various reports.
Means of verification	Strategic Engagement report.
Method of calculation or assessment	Quantitative and qualitative

Assumptions	Accessible government executive for engagement
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> • Assessments of reports and trends observations • Engagement completed and a report
Indicator responsibility	Commissioners, HOD Legal

3. Indicator title	Provincial Investigations conducted
Definition	To assess provincial gender transformation practices, trends, systemic violations and hold public and private institutions accountable through recommendations.
Source of data	Previous reports/engagements.
Means of verification	Provincial Investigative Reports.
Method of calculation or assessment	Quantitative and qualitative
Assumptions	Accessible government and private sector executives for engagement
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> • Assessments and investigations on trends • Engagement completed and a report
Indicator responsibility	Commissioners, HOD Legal

4. Indicator title	Management of gender complaints in accordance with complaints handling manual
Definition	Percentage of complaints received and attended to in accordance with the complaints handling manual.
Source of data	Complaints register.
Means of verification	<ul style="list-style-type: none"> • Complaints files.
Method of calculation or assessment	Qualitative and quantitative.

Assumptions	Accountable government and private sector.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Capacity (human & Material) will be availed to embark on complaints handling.
Spatial Transformation (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Desired performance	Comparisons take place between rural, urban and informal dwellings where necessary.
Indicator responsibility	<ul style="list-style-type: none"> Capacity (human & Material) will be availed to embark on complaints handling. 80% compliance with the complaints handling manual.

OUTCOME 2: DEVELOP AND MANAGE INFORMATION AND EDUCATION PROGRAMMES TO FOSTER PUBLIC UNDERSTANDING OF GENDER EQUALITY AND THE ROLE OF THE COMMISSION.

5. Indicator title	Lead, promote and monitor gender mainstreaming information and education programs in both private and the public sectors.
Definition	To lead Gender Mainstreaming programs and monitor progress on both the public and private sectors.
Source of data	<ul style="list-style-type: none"> Gender Mainstreaming interaction notes/minutes Engagement evaluation Gender Mainstreaming progress reports
Means of verification	<ul style="list-style-type: none"> Notes/Minutes Assessment forms Reports
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	<ul style="list-style-type: none"> Accessibility and reporting by sectors to be mainstreamed.
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> The desired buy-in to occur, and mainstreaming reporting to be complied with. 72 interactions will be conducted.
Indicator responsibility	Public Education & Information

6. Indicator title	Develop sectoral gender equality sphere of knowledge and influence.
Definition	To develop gender equality education and information initiatives for dissemination in public and private sectors.
Source of data	<ul style="list-style-type: none"> Public education and information material/presentations and reports. Initiative/engagement evaluation report.
Means of verification	<ul style="list-style-type: none"> Attendance register. Dissemination means and technologies.
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	<ul style="list-style-type: none"> Desired attendance of public education outreach initiatives. 108 public education outreach sessions in communities and a report thereof. Reach.
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth, age, geographic location & other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> Well defined and disseminated Well-defined information. Desired attendance of public education and information initiatives. A report thereof.
Indicator responsibility	Public Education & Information

7. Indicator title	Radio Education Outreach initiatives for communities.
Definition	To engage and educate communities about the mandate of the Commission initiatives using Radio.
Source of data	Media Interview announcements, Interview schedule and approved scripts.
Means of verification	<ul style="list-style-type: none"> Signed off interview confirmation. Radio Outreach report.
Method of calculation or assessment	Qualitative and quantitative.

Assumptions	<ul style="list-style-type: none"> • Radio Outreach slots and other initiatives will be procured. • 72 radio education outreach sessions for communities and a report thereof.
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & geographic location, other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> • Procured radio slots. • A wider reach to various community segments and a report thereof.
Indicator responsibility	Public Education & Information, Communication Department

8. Indicator title	Gender equality thought leadership is provided through developing and managing training of trainers' Gender and Development programmes for both public and private sectors.
Definition	To lead GAD Training content and programs for both private and public sectors.
Source of data	<ul style="list-style-type: none"> • Gender And Development (GAD) Training Register
Means of verification	<ul style="list-style-type: none"> • GAD training report • Engagement Evaluation Report.
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	<ul style="list-style-type: none"> • Desired participants' attendance. • Budget allocation will allow. • 36 GAD Training for Train the Trainers will influence others.
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> • Desired participants' attendance. • 36 GAD Training workshops.
Indicator responsibility	Public Education & Information

9. Indicator title	Content development to lead public discourse on gender equality through the innovative and strategic use of communication initiatives and technologies.
Definition	To lead content development initiatives for communication platforms and collaborated use technologies to amplify the CGE mandate.
Source of data	<ul style="list-style-type: none"> • Content developed
Means of verification	<ul style="list-style-type: none"> • Articles written for publishing. • Other Public and Information Material content produced or disseminated.
Method of calculation or assessment	Quantitative.
Assumptions	Broader public/stakeholder/sector reach of information and education.
Disaggregation on of beneficiaries (where applicable)	Age, group, geographic location, and gender.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> • Achievement of targets. • Successful development and execution of all initiatives to influence, and increase public knowledge, and reach.
Indicator responsibility	Public Education & Information, Communication Department.

10. Indicator title	Coordinate Stakeholder Engagements on critical gender issues.
Definition	To coordinate strategic conversations on critical issues and leverage on partnerships that maximises the CGE impact, and a report thereof.
Source of data	<ul style="list-style-type: none"> • Stakeholder engagements
Means of verification	<p>Stakeholder engagement report.</p> <ul style="list-style-type: none"> • Stakeholder engagement register. • Stakeholder engagement evaluation report.
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	<ul style="list-style-type: none"> • Partnerships and advocacy will not compromise the independence of the CGE. • 36 strategic engagements on critical issues to strengthen and advance the CGE mandate.

Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> • Strategic collaborations and advocacy will not compromise the independence of the CGE. • 36 strategic engagements to strengthen and advance the CGE mandate.
Indicator responsibility	Commissioners, PEI, Provinces, Communication

OUTCOME 3: MONITORING AND RESEARCH INVESTIGATIONS ON ISSUES THAT UNDERMINE THE ATTAINMENT GENDER EQUALITY	
11. Indicator title	Number of Research, monitoring and evaluation Projects completed.
Definition	To measure the extent to which the CGE implements its Research Agenda.
Source of data	<ul style="list-style-type: none"> • List of research projects from the research agenda. • Reports on research, monitoring, evaluation.
Means of verification	<ul style="list-style-type: none"> • Concept notes and Monitoring & Research Report
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	<ul style="list-style-type: none"> • A list of research projects will be approved will be approved. • List of research projects will be drawn and consulted on. • Reports will be completed.
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> • Research agenda schedule will be drawn and consulted on. • Implementation reports will be submitted. • Completion of milestones of the research projects as per project plans.
Indicator responsibility	Commissioners and Policy & Research Dept.

12. Indicator title	Number of reports on the country's compliance with the regional/international instruments.
Definition	To assess South Africa's compliance with regional/international instruments.
Source of data	A report on South Africa's compliance with regional/international instruments.
Means of verification	A report on South Africa's compliance with regional/international instruments.
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	Information requests will be responded to as required (expeditiously).
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> Information requests will be responded to as required (expeditiously). Report on the country's compliance with regional/international instruments.
Indicator responsibility	Commissioners, Policy and Research Dept.

13. Indicator title	Number of dissemination initiatives of research findings and recommendations to stakeholders.
Definition	To measure the extent to which research reports are disseminated to influence public discourse and policy and legislation.
Source of data	<ul style="list-style-type: none"> Monitoring and research reports from previous financial years.
Means of verification	<ul style="list-style-type: none"> Power point presentations Speaking notes Attendance registers Reports
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	<ul style="list-style-type: none"> Relevant participation in policy dialogues. Policy dialogues will influence discourse.
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	<ul style="list-style-type: none"> Attenc NSM ARN

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	<ul style="list-style-type: none"> Engagements convened. Relevant audiences reached through communications platforms.
Indicator responsibility	Policy & Research Dept

OUTCOME 4: A RENEWED, EFFICIENT, EFFECTIVE AND SUSTAINABLE ORGANISATION

14. Indicator title	Development of a Corporate Organisational Strategy which is informed by evidence-based interventions.
Definition	The indicator refers to the governance and operational systems required for the optimal performance of the CGE, which will be defined in quarterly activity plans.
Source of data	Operational plans outlining the defined organisational effectiveness systems and implementation thereof.
Means of verification	Performance Quarterly report and Annual report
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	Inter-Departmental collaboration in the reviewing, defining and development of organisational effectiveness systems.
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	N/A
Desired performance	<ul style="list-style-type: none"> Inter-Departmental collaboration in the reviewing, defining and development of organisational effectiveness systems. 80 % Implementation of defined organisational effectiveness systems. Assessment report on the effectiveness of the systems implemented.
Indicator responsibility	CEO, HoDs & Provincial Offices.

15. Indicator title	Effective operation of the management committee.
Definition	The indicator refers to systems for operational efficiency.
Source of data	Terms of Reference for MANCO
Means of verification	MANCO minutes
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	Change management implementation process.

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Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	N/A
Desired performance	<ul style="list-style-type: none"> • 4 Reports on the implementation of the business model. • 50% Implementation of the business model as per defined criteria.
Indicator responsibility	CEO, HODs, PMs & CFO

16. Indicator title	Level of expenditure on planned improvement initiatives.
Definition	The indicator seeks to monitor planned expenditure for institutional improvement initiatives.
Source of data	<ul style="list-style-type: none"> • Finance records. • Procurement plan.
Means of verification	<ul style="list-style-type: none"> • Finance quarterly reports. • Quarterly procurement plan reports.
Method of calculation or assessment	Quantitative.
Assumptions	Implementation will be seamless, without operations disruptions.
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Comparisons take place between rural, urban and informal dwellings where necessary.
Desired performance	100% expenditure on planned improvement initiatives.
Indicator responsibility	Commissioners & Secretariat,

17. Indicator title	% Audit Action Plan of the previous financial year implemented.
Definition	The indicator refers to the level of implementation of the audit action plan from the previous year, to minimise repeat audit findings.
Source of data	Management Report.
Means of verification	Progress reports on the implementation of the audit action plan.
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	The CGE will have sufficient capacity to address the audit action plan.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	<ul style="list-style-type: none"> • The CGE will ha

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	<ul style="list-style-type: none"> 75% Audit action plan of the previous financial year implemented.
Indicator responsibility	CEO, HOD: PEI, HRM, FM & CFO
18. Indicator title	Improved organisational governance, risk management and internal control through independent and effective internal audit support.
Definition	To enhance & protect Commission's value by providing risk-based objective assurance, advice & insight. To provide independent, objective assurance and consulting services designed to add value and improve the Commission's operations.
Source of data	<ul style="list-style-type: none"> Risk Assessment Report Internal Audit three year rolling plan
Means of verification	Quarterly Reports
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	Reasonable assurance that CGE will accomplish its objectives.
Disaggregation of beneficiaries (where applicable)	Not applicable.
Spatial Transformation (where applicable)	Not applicable.
Desired performance	100% Implementation of Internal Audit Operational Plan.
Indicator responsibility	Internal Audit Unit.
19. Indicator title	% Risk mitigation plan implemented.
Definition	The indicator refers to the level of implementation of the risk register, to mitigate imminent risks.
Source of data	Risk Assessment Report
Means of verification	Updated risk register & RMC minutes.
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	The CGE will contribute to minimising institutional risks.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	<ul style="list-style-type: none"> The CGE will contribute to minimising institutional risks. 100% risk mitigation plan implemented.
Indicator responsibility	CEO, CFO, HoDs & Provincial Offices.
20. Indicator title	Compliance with legislation reviewed and implemented.

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Definition	The indicator refers to the level of compliance by the CGE with legislative requirements identified in the compliance universe.
Source of data	Applicable legislation
Means of verification	Compliance universe quarterly reports.
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	The CGE will adhere to internal control systems.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	<ul style="list-style-type: none"> • The CGE will adhere to internal control systems. • Improved compliance with legislative requirements identified in the compliance universe report.
Indicator responsibility	Commissioners, CEO, CFO, HoDs & Provincial Offices.
21. Indicator title	% Vacancy rate.
Definition	The indicator refers to the level at which the CGE will reduce its vacancy rate.
Source of data	Recruitment plan.
Means of verification	Defined quarterly recruitment activities report.
Method of calculation or assessment	Quantitative.
Assumptions	The recruitment process will be conducted without interruptions.
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Consideration of rural, urban and informal backgrounds where necessary.
Desired performance	<ul style="list-style-type: none"> • 10 % Vacancy rate.
Indicator responsibility	CEO & Human Resources.
22. Indicator title	CGE Policies Reviewed.
Definition	The indicator explains that CGE policies will be reviewed.
Source of data	Existing policies
Means of verification	Reviewed policies
Method of calculation or assessment	Internal consultation and qualitative analysis.
Assumptions	There might be legislation that may affect existing policies

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Disaggregation of beneficiaries (where applicable)	Sex, gender, health, age
Spatial Transformation (where applicable)	N/A
Desired performance	12 CGE policies will be reviewed.
Indicator responsibility	The Office of the CEO & Human Resources
23. Indicator title	Number of training and development initiatives conducted.
Definition	The indicator measures the frequency with which the CGE conduct training and development initiatives for staff.
Source of data	Work Skills Plan
Means of verification	Staff training and development reports.
Method of calculation or assessment	Qualitative and quantitative.
Assumptions	Budget availability.
Disaggregation of beneficiaries (where applicable)	Gender, race, disability, youth & other disadvantaged groups.
Spatial Transformation (where applicable)	Consideration of rural, urban and informal backgrounds where necessary.
Desired performance	4 training and development initiatives conducted.
Indicator responsibility	Human Resources Unit.
24. Indicator title	Enabled and supported institution through effective Information Technology systems
Definition	The indicator shows the role that IT is playing in supporting and being an enabler to the institution when it comes to Information technology
Source of data	IT strategic plan
Means of verification	Progress Reports
Method of calculation or assessment	Qualitative.
Assumptions	Budget availability.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	creating a scalable platform that will enable the institution to adapt to the ever-evolving technology
Indicator responsibility	Information Technology

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25. Indicator title	A culture transformation plan is developed
Definition	The indicator is about culture transformation plan
Source of data	<ul style="list-style-type: none"> • Culture survey concept note. • Culture survey implementation plan.
Means of verification	Culture transformation report
Method of calculation or assessment	Qualitative.
Assumptions	Budget availability.
Disaggregation of beneficiaries (where applicable)	Sex, gender, health, age.
Spatial Transformation (where applicable)	N/A
Desired performance	Existence of CGE Culture Transformation Plan
Indicator responsibility	Human Resources

26. Indicator title	Provision of effective corporate communication and media support.
Definition	The indicator shows support functions that the Communications Unit will execute by promoting the mandate and work of the Commission on various public communication platforms.
Source of data	Media reports and analytics.
Means of verifications	Social Media analytics, website stats and quarterly reports.
Method of calculation or assessment	Quantitative.
Assumptions	Budget availability and cooperation from programmes.
Disaggregation of beneficiaries (where applicable)	Members of public with access to communication platforms.
Spatial Transformation (where applicable)	N/A
Desired performance	Enhanced public image of the Commission and improved public understanding of its mandate.
Indicator responsibility	Communications

NSM ARN

T.J M.D N.P P.G