



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

## ANNUAL PERFORMANCE PLAN 2016-2017

**REPORT GENDER DISCRIMINATION**

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

We submit the Annual Performance Plan of the Commission for Gender Equality for the period 1 April 2016 to 31 March 2017 to Parliament in terms of the National Treasury Framework for Strategic Plans and Annual Performance Plans. The APP is consistent with the Strategic Plan previously submitted and approved.

A handwritten signature in black ink, appearing to read 'M Shozi'.

Mr M Shozi

Chairperson

A handwritten signature in black ink, appearing to read 'K Maema'.

Ms K Maema

Chief Executive Officer

## INTRODUCTION

Traditionally, patriarchy has been associated with the state, family and household and as such inequalities between women and men (Erturk, 2004)<sup>1</sup>. This implies that it has been rooted in both the private lives as well as the public lives of an individual in society. Cultural beliefs, traditions and religious beliefs therefore perpetuate patriarchal power inequalities. To address issues of inequality in relation to gender, looking at equality in opportunities as well as structural factors which include discrimination that affects the outcome of equality and have an adverse impact on women's enjoyment of rights, the Commission for Gender Equality has devised its programmes and interventions to address patriarchal perceptions and practices.

The Commission is obligated by Section 11 (H) of the Commission for Gender Equality Act 39 of 1996 to monitor the implementation of the international treaties that South Africa subscribes to. The APP 2016-2017 took into account the international, regional and national agenda in promoting gender equality in the country. The APP also focuses on ensuring gender mainstreaming and women empowerment within the development sector. The Commission is therefore obligated to ensure that the following frameworks are considered to ensure adherence to the international standards are considered and obligations:

1. In 1979, the Convention on the Elimination of All Forms of Discrimination Against Women was adopted by United Nations member states and South Africa became a signatory to it in 1993. South Africa then ratified this convention in 1995. This convention provides the basis for the realisation of equality between men and women through ensuring women's equal access to opportunities in both political and public sphere. Articles one, two, three and eleven of the Convention on the Elimination of all Forms of Discrimination Against Women (United Nations, 1979) emphasizes the elimination of all forms of discrimination to ensure that both men and women enjoy their fundamental human right and freedoms. The Convention furthermore obligates member states to ensure that gender equality is incorporated into their respective constitutions and national legislation.
2. The Beijing Declaration and Platform for Action (BPFA) forms the basis for implementing gender mainstreaming across the public and private sector in the country. The Commission therefore views the BPFA as critical to the achievement of gender mainstreaming and gender equality hence its programmes are buttressed on the principles outlined in the BPFA

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<sup>1</sup> 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

3. The Millennium Development Goals(MDGs) and its indicators which emanated from the BPFA have been concluded and have been replaced by the seventeen (17) Sustainable Development Goals(SDGs) and 169 targets. These are more structured and providing clearer indicators, have been adopted internationally, regionally and nationally. Goal 5 (Achieve gender equality and empower all women and girls) is now a stand- alone goal and it is imperative for the Commission to pursue this goal through its programmes.

4. AU Agenda 2063 is viewed as a logical continuation of recent developments with renewed and invigorated efforts to catalyze development and strengthen African integration and unity. It aims to build upon the achievements and draw lessons from earlier strategic planning efforts at the regional and sub-regional levels, including the Lagos Plan of Action, the Abuja Treaty and the NEPAD, to address new and emerging issues in the continent over the short, medium and long-term. Agenda 2063's guiding principle is continuity of actions, drawing appropriate lessons, building upon what has worked in the past; and in brief making every effort to consolidate and strengthen development. Participation and inclusion of all stakeholders in the conception, design, implementation and monitoring and evaluation of Agenda 2063 is one of the building blocks of Agenda 2063 success. In giving effect to the implementation of Agenda 2063, the Commission will engage with stakeholders in the AU and SADC processes when the need arises. This will enhance awareness, ownership and knowledge of Agenda 2063 objectives and purpose and strengthen collective commitments to realizing its goals.

Thus Agenda 2063 aims to be fully participatory and be owned by all the continents' stakeholders, with the full engagement of women and youth in particular, to rekindle the spirit of working together toward collective prosperity and common destiny under a united and strong Africa. Agenda 2063 will put in place a results-based approach with concrete targets that are measurable and can be tracked and monitored.

5. UN Resolution 1325 acknowledged the changing nature of warfare, in which civilians are increasingly targeted, and women continue to be excluded from participation in peace processes. It also acknowledges that the experiences of men and women are different in conflict and therefore strategies need to be developed towards ensuring peacebuilding which focuses on inclusivity, transparency, and sustainability. The solution also calls for greater participation of women at all levels of decision-making in mechanisms for the prevention, management and resolution of conflict, in peace negotiations, as soldiers, police officers and civilians.

6. The South African National Development Plan has been adopted by Cabinet and forms the basis for government's future policy making, putting the South African society on a healthier development path towards 2030. This document is therefore taken very seriously as a policy driver. The NDP provides the framework for achieving the radical socio-economic agenda set out in the governing party's election manifesto. It recognises the need for a capable and developmental state, a thriving business sector and strong civil society institutions with shared and complementary responsibilities. It identifies decent work, education and the capacity of the state as particularly important priorities. It also highlights the need to improve the quality of administration of many government activities. The NDP notes the weakness in how government institutions function thereby constraining the state to pursue its development objectives.

The plan identifies the primary problem as weakness in capacity which has lead to weaknesses in performance and it further makes proposals for addressing the problem including the development of managerial skills.

The 2014-2019 electoral mandate focuses on the following priorities in the context of the NDP:

1. Radical economic transformation, rapid economic growth and job creation
2. Rural development, land and agrarian reform and food security
3. Ensuring access to adequate human settlements and quality basic services
4. Improving the quality of and expanding access to education and training
5. Ensuring quality health care and social security for all citizens
6. Fighting corruption and crime
7. Contributing to a better Africa and a better world
8. Social cohesion and nation building.

The Commission will engage on the priority areas as outlined above through media campaigns as well as commemorating key calendar dates that relate to the focus of these areas

In this APP, the CGE has framed its interventions to firstly address patriarchal perceptions and hegemony through its interventions. The interventions aim to address the lived experiences of society, characterised by current and historic unequal power relations between women and men, boys and girls whereby women and girls are systematically disadvantaged and oppressed. This takes place across almost every sphere of life but is particularly noticeable in women's under-representation in key state institutions, in decision-making positions and in employment and industry.

Gender-based violence (GBV) is also a key feature of patriarchy which impacts of the lives of many a South Africans. Furthermore, focus on minority groups facing multiple oppressions in this society such as, race, class, gender and sexuality will also be addressed through these interventions.

### Strategic Objective 1:

**To ensure the creation and implementation of an enabling legislative framework that promotes the attainment of gender equality**

Planned Outcome: Continuous improvements in public and private sector legislation, policies and practices to advance gender equality

| Sub-strategies   | Performance Indicator   | Baseline   | Annual target  | Annual Performance Plan for 1 April 2016 to 31 March 2017 |  |  |  |
|--|---|--|--|---|--|--|--|
|  |   |  |  | Quarter One   | Quarter Two  | Quarter Three  | Quarter Four   |
| <b>1. To monitor equality and evaluate the promotion of gender equality and relevant policies and practices of the public and private sector and report parliament</b> | One gender transformation hearing with institutions in the private sector | 9 EE reports reflecting recommendations                                  | One investigation report on gender transformation with private sector institutions guided by a concept paper | Conceptualise programme as per concept paper              | Administering of questionnaires to private sector companies that have been identified as per concept paper | One gender transformation hearing of on private sector companies           | Print, publish and publicise the report and submit to parliament |
|  |   |  |  | Draft questionnaires on gender transformation             |  |  |  |
|  | One gender transformation hearing of 3 universities                       | 1 investigation report on gender transformation in tertiary institutions | 1 Investigation report on Gender Transformation in tertiary institutions guided by the Concept Paper         | Conceptualise programme and draft questionnaires          | Administering of questionnaires to tertiary institutions that have been identified as per concept paper.   | One gender transformation hearing of on tertiary institutions universities | Print, publish and publicise the report and submit to parliament |
|  |   |  |  | Host Consultative forum on 2015 hearings held             |  |  |  |

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Planned Outcome: Continuous improvements in public and private sector legislation, policies and practices to advance gender equality

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|---|--|--|--|---|--|--|---|
|   |  |  |  | Quarter One   | Quarter Two  | Quarter Three  | Quarter Four  |
|   | Report on the Status of Gender Policies and Practices in the public and private sector             | One status report on gender policies and practices using the gender barometer tool | One status report on gender policies and practices using the gender barometer tool | Identify targeted number of government institutions to be assessed and conduct briefing sessions. | Compile and analyse data received and draft the report.                | Print, publish and publicise the report                                | Hold planning meeting with identified stakeholders in preparation of the gender barometer project for the next financial year |
|   |  |  |  | Administer the gender barometer tool to identified institutions as per project plan               |  | Engage with stakeholders on findings of the report                     |   |
| <b>2. To initiate and/or participate in the review of the legislative framework in all spheres of government that impact on gender equality</b> | Number of submissions made for legislative and policy enhancement of the gender equality framework | 16 Submissions per year  | 18 submissions per year  | 4 submissions based on implementation plan  | 5 submissions based on implementation plan                             | 5 submissions based on implementation plan                             | 4 submissions based on implementation plan  |
|   |  |  |  | Draft a report tracking the progress of submissions made to parliament                            | Draft a report tracking the progress of submissions made to parliament | Draft a report tracking the progress of submissions made to parliament | Draft a comprehensive report tracking the progress of submissions made to parliament  |

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|--|--|---|--|--|---|--|-------------------------------------|
|  |  |   |  | Quarter One  | Quarter Two   | Quarter Three  | Quarter Four                        |
| <b>3. To conduct performance assessments of political parties and the public and private sectors on the effective implementation of gender equality legislation policies and practices</b> | An assessment reports on women representation in political parties in local government                               | One Assessment report on women's representation in political parties in local government              | One Assessment report on women's representation in political parties in local government                                     | Hold a consultative meeting with political parties to discuss gender mainstreaming of party manifestos and lists | Implement monitoring tools in the local government elections            | Finalise report, print and publish.                                  | No activity                         |
|  | An assessment report prepared on the implementation of the National Action Plan on GBV and its supporting structures | one Assessment report on the implementation of 365 days programme on GBV and its supporting structure | One Assessment report on the implementation of National Action Plan on GBV and its supporting structures as per project plan | Drafting monitoring tool for local elections   | Analyse data and compile report   | Engage IEC and parties on findings and recommendations of the report |                                     |
|  |  |   |  | Draft project plan outlining scope of assessment.  | Implement monitoring tool to stakeholders as identified in project plan | Compile and analyse data collected and draft report                  | Print, publish and publicise report |
|  |  |   |  | Develop the monitoring tool  |   |  | Engage Women's Ministry on findings |

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| Sub-strategies   | Performance Indicator                                     | Baseline  | Annual target   | Annual Performance Plan for 1 April 2016 to 31 March 2017               |  |                                    |   |
|--|---|---|---|---|--|------------------------------------|---|
|  |   |   |   | Quarter One   | Quarter Two  | Quarter Three                      | Quarter Four  |
|  | Audit report of the implementation of the Victims Charter | One report on the implementation of the Victims Charter and the Minimum Standards on the Victims of Crime | One report on the implementation of the Victims Charter and the Minimum Standards on the Victims of Crime as per project plan | Draft project plan outlining scope of assessment.                       | Implement audit tool with stakeholders as identified in project plan | Compile and analyse data collected | Print, publish and publicise report   |
|  |   |   |   | Develop audit tool  |  |                                    | Draft report on the implementation of the Victims charter<br>Engage with stakeholders on findings |
| <b>4. To evaluate the implementation and effectiveness of national justice facilities in addressing gender discrimination.</b> | Evaluation report on courts                               | One Consolidated report   | One consolidated court monitoring report  | Engagement with key stakeholders in Justice Cluster on 2015-2016 report | Monitoring of DVA and Maintenance courts                             | Monitoring Equality and SOA courts | Drafting and consolidate final report.<br><br>Print, publish and publicise report.                |

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| Sub-strategies   | Performance Indicator  | Baseline                                     | Annual target  | Annual Performance Plan for 1 April 2016 to 31 March 2017                               |  |   |  |
|--|--|--|--|---|--|---|--|
|  |  |  |  | Quarter One   | Quarter Two  | Quarter Three                                       | Quarter Four                                       |
| <b>5. To convene policy dialogues with relevant policy makers at national and provincial level on recommendations to promote gender equality contained in research reports and research activities</b> | Number of Dialogues with policy makers convened (based on research studies conducted in previous financial year and integrated with key CGE campaigns) | 2 national and 2 provincial policy dialogues | 4 policy dialogues conducted at national level with for HOD forums | Draft and finalise policy briefs on assessment reports completed in 2015 financial year | One policy dialogue held with Heads of Departments | Two policy dialogues held with Heads of Departments | One policy dialogue held with Heads of Departments |

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 Annual Budget - 2016/2017

To ensure the creation and implementation of an enabling legislative framework that promotes the attainment of gender equality

| Sub-strategy  | Travel & Accommodation | Printing and Report writing | Compensation of Employees | Other indirect expenses & overheads | Total Rands       |
|---|------------------------|-----------------------------|---------------------------|-------------------------------------|-------------------|
| 1. To monitor equality and evaluate the promotion of gender equality and relevant policies and practices of the public and private sector and report parliament                                 | 347 900                | 316 200                     | 3 272 559                 | 416 998                             | 4 353 656         |
| 2. To initiate and/or participate in the review of the legislative framework in all spheres of government that impact on gender equality  | 45 000                 | -                           | 423 297                   | 53 938                              | 522 235           |
| 3. To conduct performance assessments of political parties and the public and private sectors on the effective implementation of gender equality legislation policies and practices             | 414 700                | -                           | 3 900 920                 | 497 065                             | 4 812 685         |
| 4. To evaluate the implementation and effectiveness of national justice facilities in addressing gender discrimination.   | 67 600                 | -                           | 635 887                   | 81 026                              | 784 513           |
| 5. To convene policy dialogues with relevant policy makers at national and provincial level on recommendations to promote gender equality contained in research reports and research activities | 90 100                 | -                           | 847 535                   | 123 495                             | 1 061 130         |
| <b>Grand Total</b>  | <b>965 300</b>         | <b>316 200</b>              | <b>9 080 198</b>          | <b>1 172 522</b>                    | <b>11 534 220</b> |

| Risks associated to objective 1  | Risk Description   | Mitigation Strategy   |
|--|--|---|
| <p>Imperfect synchronisation of monitoring plans to Government program</p> | <p>Programs of government which the Commission intend monitoring often do not occur as scheduled, rendering the monitoring plan futile</p>   | <p>Engage government for the implementation of programs such as 365 days NAP and GBV council</p> <p>Follow through on entities to disaggregate statistics for gender information/data</p> |
| <p>Inadequate focus on gender mainstreaming ethos across all sectors</p>   | <p>Sector leadership do not put gender agenda at the top/strategic level thus minimising engagements to lower level activity/operational</p> | <p>Encourage the elevation of GFP's role, enforce Senior leadership responsibility and subpoena where legally feasible</p>  |

## Strategic Objective No. 2

**To protect and promote gender equality by engaging with relevant stakeholders to educate and raise awareness on issues of gender equality challenge patriarchal perceptions and stereotypes and take action against infringements of gender rights through the implementation of appropriate redress.**

Planned Outcome: A society educated in constitutional rights to gender equality that demonstrates the transformative behaviour of the obligation to respect and uphold gender equality. To further ensure effective and efficient application of social justice for victims of gender violations.

| Sub-strategies   | Performance Indicator  | Baseline                | Annual Target  | Annual Performance Plan for 1 April 2016 to 31 March 2017            |  |  |  |
|--|--|-------------------------|--|--|--|--|--|
|  |  |                         |  | Quarter One  | Quarter Two  | Quarter Three  | Quarter Four   |
| 1. To timeously investigate complaints of violations of gender rights and identify appropriate redress | 900 complaints received attended to in terms of the CGE complaints manual (as prescribed by the complaints manual) | 900 complaints received | 900 complaints attended to in terms of CGE Complaints manual and a consolidated report on substantive issues developed | 180 complaints and attended to in terms of the CGE Complaints manual | 270 complaints and attended to in terms of the CGE Complaints manual | 270 complaints and attended to in terms of the CGE Complaints manual | 180 complaints and attended to in terms of the CGE Complaints manual |

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| Sub-strategies | Performance Indicator  | Baseline  | Annual Target   | Annual Performance Plan for 1 April 2016 to 31 March 2017  |  |  |  |
|----------------|--|---|---|--|--|--|--|
|                |  |   |   | Quarter One  | Quarter Two  | Quarter Three  | Quarter Four   |
|                | No of outreach, advocacy and legal advice clinics conducted in Provinces | 108 outreach, advocacy and legal advice clinics convened per year | 135 outreach, advocacy and legal advice clinics convened per year | Conduct outreach, advocacy and legal advice clinics in all provinces to:<br><ul style="list-style-type: none"> <li>• educate the public on gender rights and obligations</li> <li>• assist the public in lodging complaints; to provide initial advice for quick resolution of complaints</li> </ul> | Conduct outreach, advocacy and legal advice clinics in all provinces to:<br><ul style="list-style-type: none"> <li>• educate the public on gender rights and obligations</li> <li>• assist the public in lodging complaints; to provide initial advice for quick resolution of complaints</li> </ul> | Conduct outreach, advocacy and legal advice clinics in all provinces to:<br><ul style="list-style-type: none"> <li>• educate the public on gender rights and obligations</li> <li>• assist the public in lodging complaints; to provide initial advice for quick resolution of complaints</li> </ul> | Conduct outreach, advocacy and legal advice clinics in all provinces to:<br><ul style="list-style-type: none"> <li>• educate the public on gender rights and obligations</li> <li>• assist the public in lodging complaints; to provide initial advice for quick resolution of complaints</li> </ul> |

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| Sub-strategies  | Performance Indicator   | Baseline  | Annual Target  | Annual Performance Plan for 1 April 2016 to 31 March 2017                        |   |   |                                    |
|---|---|---|--|--|---|---|------------------------------------|
|   |   |   |  | Quarter One  | Quarter Two   | Quarter Three   | Quarter Four                       |
| <b>2. Initiate an investigation into systemic violations of gender rights and identify remedial action.</b> | A Systemic investigation conducted on possible gender discrimination issues | 3 systemic investigations; 1. Transformation of the judiciary. 2. Decriminalisation of sex work. 3. Maternal health | Four systemic investigations conducted on: 1. Transformation of the judiciary. 2. Decriminalisation of sex work. 3. Maternal health. 4. Gender Transformation in the mining sector | Analyse gender environment and identify systemic violations in the mining sector | Investigate systemic violations in the <b>mining sector</b>   | Determine and implement remedial action addressing systemic violations in all 3 systemic issues | Monitor outcome of remedial action |
|   |   |   |  | Follow up with the judiciary on comments the draft report                        | Investigate systemic violations : <b>Decriminalisation of sex work</b>  |   |                                    |
|   |   |   |  |  | Investigate systemic violations: <b>Maternal health</b>   |   |                                    |
|   |   |   |  |  | Conduct consultation meeting with stakeholders on the final report on <b>Gender transformation in the judiciary</b> |   |                                    |

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Planned Outcome: A society educated in constitutional rights to gender equality that demonstrates the transformative behaviour of the obligation to respect and uphold gender equality. To further ensure effective and efficient application of social justice for victims of gender violations.

| Sub-strategies   | Performance Indicator  | Baseline                           | Annual Target  | Annual Performance Plan for 1 April 2016 to 31 March 2017   |   |  |  |
|--|--|------------------------------------|--|---|---|--|--|
|  |  |                                    |  | Quarter One   | Quarter Two   | Quarter Three  | Quarter Four   |
| <b>3. To develop co-ordinated programme to promote gender equality</b> | 9 co-ordinated education programme developed with targeted stakeholders on gender discrimination | 9 reports on coordinated campaigns | 9 coordinated education programme with targeted stakeholders guided by concept paper | Develop a training manual on national legislation, regional and international covenants and protocols resulting in gender mainstreaming | Training of CGE Education Officers on national legislation, regional and international covenants and protocols resulting in gender mainstreaming principles | Implement coordinated education programme on gender mainstreaming and gender mainstreaming with targeted stakeholders as per concept paper | Draft and finalise consolidated report on gender mainstreaming and gender discrimination |
|  | To use public media platforms to disseminate gender equality education and information           | 54 media slots                     | 72 media slots on guided by project plan   | Implement 18 media slots as per project plan  | Implement 18 media slots as per project plan  | Implement 18 media slots as per project plan   | Implement 18 media slots as per project plan   |

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| Sub-strategies   | Performance Indicator   | Baseline                                     | Annual Target                                 | Annual Performance Plan for 1 April 2016 to 31 March 2017                     |   |   |  |
|--|---|--|---|---|---|---|--|
|  |   |  |   | Quarter One   | Quarter Two   | Quarter Three   | Quarter Four   |
| <b>4. To initiate interventions for the sustainable development and promotion of gender equality by addressing violations in the social cultural political economic security and human rights dimensions</b> | Number of intervention programmes on gender violations initiated with traditional leadership and religious sector | 9 Intervention programmes (One per province) | 9 provincial report guided by a Concept Paper | Preparations on engagements with traditional leadership in selected provinces | 1 public hearing in MP and NW provinces with traditional leaders and structures on traditional and cultural issues that impede the achievement of gender equality | 1 public hearing in LIM, KZN and EC provinces with traditional leaders and structures on traditional and cultural issues that impede the achievement of gender equality | Compile consolidated report on engagements held per province, taking up findings and recommendations with appropriate stakeholders |
|  |   |  |   |   | 1 stakeholder engagement in GP and WC provinces with the religious sector on issues that impede the achievement of gender equality                                | 1 stakeholder engagement in FS and NC provinces with the religious sector on issues that impede the achievement of gender equality                                      |  |

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|--|--|--|---|---|--|--|--|
|  |  |  |   | Quarter One   | Quarter Two  | Quarter Three  | Quarter Four   |
| 5. To collaborate with organs of state civil society and other institutions for the effective development protection promotion and attainment of gender equality | One consolidated report on engagement with stakeholders on the Commission's mandate and thematic focus areas | 24 stakeholder engagements by Commissioners on the Commission's mandate and thematic focus areas | 36 stakeholder engagements held on gender issues and produce a report | 9 engagements/consultations (one per province) with targeted stakeholders in the development sector on critical gender issues | 9 engagements/consultations with targeted stakeholders in the development sector on critical gender issues | 9 engagements/consultations with targeted stakeholders in the development sector on critical gender issues | 9 engagements/consultations with targeted stakeholders in the development sector on critical gender issues |

**To protect and promote gender equality by engaging with relevant stakeholders to educate and raise awareness on issues of gender equality challenge patriarchal perceptions and stereotypes and take action against infringements of gender rights through the implementation of appropriate redress.**

| Row Labels  | Travel & Accommodation | Printing and Report writing | Legal Fees     | Compensation of Employees | Other indirect expenses & overheads | Subscriptions  | Total Rands       |
|---|------------------------|-----------------------------|----------------|---------------------------|-------------------------------------|----------------|-------------------|
| 1. To timeously investigate complaints of violations of gender rights and identify appropriate re-dress   | 725 700                | -                           | -              | 7 112 466                 | 922 788                             | 351 400        | 9 112 354         |
| 2. Initiate an investigation into systemic violations of gender rights and identify remedial action.  | 210 200                | -                           | 606 100        | 2 060 135                 | 262 508                             |                | 3 138 943         |
| 3. To develop co-ordinated programme to promote gender equality   | 88 100                 | 106 000                     | -              | 863 454                   | 110 023                             |                | 1 167 577         |
| 4. To initiate interventions for the sustainable development and promotion of gender equality by addressing violations in the social cultural political economic security and human rights dimensions | 545 300                | -                           | -              | 5 344 395                 | 680 996                             |                | 6 570 692         |
| 5. To collaborate with organs of state civil society and other institutions for the effective development protection promotion and attainment of gender equality                                      | 268 500                | -                           | -              | 2 631 524                 | 335 315                             |                | 3 235 340         |
| <b>Grand Total</b>  | <b>1 837 800</b>       | <b>106 000</b>              | <b>606 100</b> | <b>18 011 974</b>         | <b>2 311 631</b>                    | <b>351 400</b> | <b>23 224 906</b> |

## Risks associated to objective 2

Inadequate Resources to reach the breadth and length of the Republic

Lack of integration and Incoherence in approach within the larger society and within the Commission

### Risk Description

The redress of gender violations and advancement of rights spans grassroots to systemic issues, requiring interventions with multiple approaches

Gender agenda is underlined by fundamentals and variant tools and approaches

### Mitigation Strategy

Collaboration with multiple stakeholders with complementary capabilities

Create section 6 Committees, comprised of experts with diverse skills and engage strategically to embed coherence across all sectors

### Strategic Objective No. 3

**To monitor state compliance with regional and international conventions, covenants and charters which have been acceded to or ratified by the Republic, relating to the mandate of the Commission for Gender Equality.**

Planned Outcome: Assessment of State compliance with regional and international commitments that promote gender equality and recommendations tabled with Parliament by relevant UN committees

| Sub-strategies  | Performance Indicator  | Baseline   | Annual Target          | Annual Performance Plan for 1 April 2015 to 31 March 2016   |                            |  |   |
|---|--|--|------------------------|---|----------------------------|--|---|
|   |  |  |                        | Quarter One   | Quarter Two                | Quarter Three                          | Quarter Four  |
| <b>1. To conduct annual reviews and audits of state compliance with obligations under the conventions covenants and charters and to report on a regular basis to Parliament and the Office of the Speaker of Parliament</b> | Number of assessments reports on regional protocols and charters | Three reports on International conventions, covenants and charters | Two assessment reports | Develop a concept outlining the assessment of the implementation of the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa; and the SADC Gender and Development Protocol | Implement assessment tools | Analyse data and compile draft reports | Print, publish and publicise reports and engage with stakeholders on findings |
|   |  |  |                        | Develop assessment tools  |                            |  |   |

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Planned Outcome: Assessment of State compliance with regional and international commitments that promote gender equality and recommendations tabled with Parliament by relevant UN committees

| Sub-strategies   | Performance Indicator   | Baseline   | Annual Target  | Annual Performance Plan for 1 April 2015 to 31 March 2016 |   |   |   |
|--|---|--|--|---|---|---|---|
|  |   |  |  | Quarter One   | Quarter Two   | Quarter Three   | Quarter Four  |
|  | Number of reports on Africa Gender Development Index (AGDI)                               | One report on AGDI   | One AGDI report published                                      | Validation of the draft report by UNECA                   | Printing and publishing the report  | Consultative meetings with stakeholders on findings and recommendations of the report | Consultative meetings with stakeholders on findings and recommendations of the report   |
| <b>2. To interact with and present reports to national regional and international bodies on state compliance with conventions covenants and charters acceded to or ratified make recommendations for improvements and monitor implementation</b> | Number of presentations made to relevant national regional and international stakeholders | One presentation conducted                                     | One presentation conducted                                     | No activity   | Consultative meeting with stakeholders and present on SDGS                    | No activity   | No activity   |
|  | Engagements with stakeholders on CGE attendance at international and regional events      | Two reports on attendance at international and regional events | Two reports on attendance at international and regional events | Attendance at CSW   | Presentation of report of 60 <sup>th</sup> session of CSW to key stakeholders | Attendance of CEDAW Committee Session   | Presentation of report on CEDAW committee session to key stakeholders<br><br><i>* Bearing in mind that CEDAW Committee dates are determined in Geneva</i> |

| SO  | SO3 | Annual Budget - 2016/2017 |                           |                                     |                  |
|---|-----|---------------------------|---------------------------|-------------------------------------|------------------|
| Row Labels  |     | Travel & Accommodation    | Compensation of Employees | Other indirect expenses & overheads | Total Rands      |
| 1. To conduct annual reviews and audits of state compliance with obligations under the conventions covenants and charters and to report on a regular basis to Parliament and the Office of the Speaker of Parliament                      |     | 75 831                    | 489 348                   | 485 471                             | 1 050 650        |
| 2. To interact with and present reports to national regional and international bodies on state compliance with conventions covenants and charters acceded to or ratified make recommendations for improvements and monitor implementation |     | 514 569                   | 3 320 579                 | -                                   | 3 835 148        |
| <b>Grand Total</b>  |     | <b>590 400</b>            | <b>3 809 928</b>          | <b>485 471</b>                      | <b>4 885 798</b> |

### **Risks associated to objective 3**

Inconsistencies on formalising of international agreements by state

Lack of consensus between regional and international bodies of key instruments

### **Risk Description**

Non-ratification of some of the conventions by state party at regional, international or multilateral institutions

Diverse views exists between African Countries and countries from EU , US on some fundamental issues that are already entrenched in the SA Constitution

### **Mitigation Strategy**

Engage the Executive, Parliament and multilateral institutions such as CEDAW Committee. The objective is to formalise and create certainty that will enable effective monitoring

Continuous engagement with regional role players with a view to breach the gaps in approach

| Strategic Objective No. 4   |   |                      |   |  |  |   |  |
|---|---|----------------------|---|--|--|---|--|
| To build an effective efficient and sustainable institution that will fulfil its constitutional mandate on gender equality.                               |   |                      |   |  |  |   |  |
| Sub-strategies  | Performance Indicator                                       | Baseline             | Annual target   | Annual Performance Plan for 1 April 2015 to 31 March 2016  |  |   |  |
|   |   |                      |   | Quarter One  | Quarter Two  | Quarter Three   | Quarter Four   |
| 1. To maintain optimal governance and oversight structures and policies between Commissioners and the Secretariat   | Annual review and/or development of all applicable policies | Approved policies    | 100% of identified policies reviewed as per Implementation plan | Review Finance policies  | Review HR Policies   | Review ICT policies   | No activity  |
| 2. To maintain the financial management strategy so that it promotes effective efficient and economic utilisation of resources as well as accountability. | Clean audit report from the AGSA                            | 2015/16 audit report | Clean audit report  | Follow-up and tracking of audit issues from past period<br><br>Perform strategic and Operational Risk Assessment exercise organisation-wide Develop Risk Treatment plans | Develop, Implement and monitor effective systems of internal controls on a regular basis in accordance with the commitments and treatment plans. | Implement and monitor progress supported by regular and accurate reporting. | Implement and monitor progress supported by regular and accurate reporting |

#### Strategic Objective No. 4

**To build an effective efficient and sustainable institution that will fulfil its constitutional mandate on gender equality.**

| Sub-strategies | Performance Indicator  | Baseline  | Annual target  | Annual Performance Plan for 1 April 2015 to 31 March 2016  |  |  |  |
|----------------|--|---|--|--|--|--|--|
|                |  |   |  | Quarter One  | Quarter Two  | Quarter Three  | Quarter Four   |
|                | Report on the implementation of its mandate since its inception (20 year review) | New indicator   | One review report on CGE's implementation of its mandate since its inception ( 20 year review) | Draft review report  | Print, publish and publicise the report  | Launch the report  | No activity  |
|                | M&E Framework developed and approved   | New Indicator   | Approved M&E Framework   | Consultation held with internal stakeholders on M&E framework  | Develop M&E tools  | Approve M&E tools by plenary   | Pilot M&E tools and draft a report   |
|                | Efficient Management of resources towards an effective service delivery          | 2014/2015 Budget where deviation does not exceed 5% of plan | Spending within budget:<br>Funded APP cost controls and sound financial position               | Maintenance of regular records on Revenue Expenditure Assets Liabilities and report timely for oversight and performance | Maintenance of regular records on Revenue Expenditure Assets Liabilities and report timely for oversight and performance | Maintenance of regular records on Revenue Expenditure Assets Liabilities and report timely for oversight and performance | Maintenance of regular records on Revenue Expenditure Assets Liabilities and report timely for oversight and performance |

#### Strategic Objective No. 4

**To build an effective efficient and sustainable institution that will fulfil its constitutional mandate on gender equality.**

| Sub-strategies   | Performance Indicator  | Baseline                      | Annual target   | Annual Performance Plan for 1 April 2015 to 31 March 2016      |  |  |  |
|--|--|-------------------------------|---|--|--|--|--|
|  |  |                               |   | Quarter One  | Quarter Two  | Quarter Three  | Quarter Four   |
| <b>3. To develop and maintain an IT infrastructure that supports and promotes the organisational objectives of the CGE</b> | % of resolutions to reported IT incidents                    | 80% of registered queries     | 80% of registered queries                                 | 80% of IT incidents reported resolved                          |
|  |  |                               |   | Draft report on incidents resolved and address recommendations | Draft report on incidents resolved and address recommendations | Draft report on incidents resolved and address recommendations | Draft report on incidents resolved and address recommendations |
|  | Develop and design operational standards for ICT environment | ICT policy and strategy       | Implement Disaster Recovery and Business Continuity Plans | Develop and approve plans                                      | Implement DR and BC plans                                      | Implement DR and BC plans                                      | Implement DR and BC plans and review impact                    |
|  |  | Continuous improvement of ICT | Convert from Telkom to VOIP                               | Analyse the network to assess whether VOIP will be feasible    | Address recommendation from the feasibility study conducted    | Procure VOIP   | Implement VIOP   |

#### Strategic Objective No. 4

**To build an effective efficient and sustainable institution that will fulfil its constitutional mandate on gender equality.**

| Sub-strategies  | Performance Indicator                   | Baseline                      | Annual target                              | Annual Performance Plan for 1 April 2015 to 31 March 2016 |                                 |                            |   |
|---|---|-------------------------------|--|---|---------------------------------|----------------------------|---|
|   |   |                               |  | Quarter One   | Quarter Two                     | Quarter Three              | Quarter Four  |
| <b>4. To develop and implement comprehensive HR policies procedures and practices</b> | Develop Training Annual Training Report | One training Plan implemented | One training plan implemented              | Develop training plan                                     | Implementation of training plan | Implementation of training | Implementation of training plan and compilation of training reports highlighting impact of training conducted |
|   | Develop and implement HR strategy       | New Indicator                 | Implementation of the approved HR strategy | Develop and approval HR strategy                          | Implement the HR strategy       | Implement the HR strategy  | Implement the HR strategy and review impact of strategy implemented   |

#### Strategic Objective No. 4

| To build an effective efficient and sustainable institution that will fulfil its constitutional mandate on gender equality. |  |  |   |   |   |  |   |
|---|--|--|---|---|---|--|---|
| Sub-strategies  | Performance Indicator  | Baseline   | Annual target                                       | Annual Performance Plan for 1 April 2015 to 31 March 2016   |   |  |   |
|   |  |  |   | Quarter One   | Quarter Two   | Quarter Three  | Quarter Four  |
| <b>5. Review communications strategy and policy that promotes and enhances a positive public image of the CGE</b>           | Media releases linked to programmed work of CGE                | 12 media releases on programmed work                 | 12 media releases on CGE programmes and campaigns   | 3 media releases that highlight CGE programmes and campaigns<br><br>Draft one media monitoring report | 3 media releases that highlight CGE programmes and campaigns<br><br>Draft one media monitoring report | 3 media releases that highlight CGE programmes and campaigns<br><br>Draft on media monitoring report | 3 media releases that highlight CGE programmes and campaigns<br><br>Draft one media monitoring report |
|   | Opinion Pieces linked to programmed work of the CGE            | New Indicator  | 12 Opinion Pieces annually                          | 3 opinion pieces made available to media outlets  | 3 opinion pieces made available to media outlets  | 3 opinion pieces made available to media outlets   | 3 opinion pieces made available to media outlets  |
|   | Manage media and communication partnerships and collaborations | Two key national partnerships for all CGE programmes | Two functional media and communication partnerships | Stakeholder engagement with new partners on CGE's APP   | Joint programme to be signed off by CGE and partners  | Implementation of CGE programmes   | Implementation of CGE programmes  |

#### Strategic Objective No. 4

To build an effective efficient and sustainable institution that will fulfil its constitutional mandate on gender equality.

| Sub-strategies                 | Performance Indicator                | Baseline                                       | Annual target                                  | Annual Performance Plan for 1 April 2015 to 31 March 2016 |  |  |  |
|--------------------------------|--------------------------------------|--|--|---|--|--|--|
|                                |                                      |  |  | Quarter One   | Quarter Two                            | Quarter Three                          | Quarter Four   |
|                                |                                      |  |  |   |  |  | Draft report on the implementation and impact of agreed partnerships |
| Manage Communication Campaigns | Manage<br>Communication<br>Campaigns | 4 comprehensive communication campaigns        | 4 comprehensive communication campaigns        | Planning for Communication campaigns                      | One Communication Campaign implemented | One Communication Campaign implemented | One Communication Campaign implemented                               |
|                                |                                      |  |  | One Communications Campaign implemented                   |  |  | Compile composite report on the campaigns conducted                  |
|                                | Implementation of branding strategy  | Approved branding strategy and plans           | Branding public spaces and internal resources  | Develop a Branding plan 2016/17                           | Implementation of branding plan        | Implementation of branding plan        | Implementation of branding plan                                      |
|                                | Review the of the branding plan      | Review the implementation of the branding plan | Review the implementation of the branding plan |   |  |  |  |

To build an effective efficient and sustainable institution that will fulfil its constitutional mandate on gender equality.

| Sub-strategy  | Travel & Accommodation | Legal Fees     | Professional Services | Training & Development | Compensation of Employees | Other indirect expenses & overheads | Total Rands      |                   |
|---|------------------------|----------------|-----------------------|------------------------|---------------------------|-------------------------------------|------------------|-------------------|
|   | Subscriptions          |                |                       |                        |                           |                                     |                  |                   |
| 1. To maintain optimal governance and oversight structures and policies between Commissioners and the Secretariat   | 812 400                | -              | -                     | -                      | 8 862 500                 | 1 179 282                           | 10 854 182       |                   |
| 2. To maintain the financial management strategy so that it promotes effective efficient and economic utilisation of resources as well as accountability. | 581 800                | -              | 3 435 600             | -                      | 5 406 177                 | 738 869                             | 10 162 446       |                   |
| 3. To develop and maintain an IT infrastructure that supports and promotes the organisational objectives of the CGE                                       | 176 600                | 413 700        | -                     | -                      | 1 704 722                 | 267 220                             | 2 562 242        |                   |
| 4. To develop and implement comprehensive HR policies procedures and practices  | 190 400                | 25 600         | 100 000               | 952 500                | 800 000                   | 1 999 202                           | 254 743          |                   |
| 5. Review communications strategy and policy that promotes and enhances a positive public image of the CGE  | 210 000                | -              | -                     | -                      | 1 893 400                 | 241 262                             | 2 344 662        |                   |
| <b>Grand Total</b>  | <b>1 971 200</b>       | <b>439 300</b> | <b>100 000</b>        | <b>4 388 100</b>       | <b>800 000</b>            | <b>19 866 001</b>                   | <b>2 681 376</b> | <b>30 245 977</b> |

## Risks associated to objective 4

Disruption of business operations due to lack of effective Information Technology systems

Inadequate funding

Leadership and Management capacity inadequacies

Impeferct interface between governance and operations

## Risk Description

The current systems are technologically obsolete and physically worn out due to age.

The baseline budget does not adequately finance the strategic plan and the scope the legislated mandate

The Commission's organisational structure may not be adequately aligned or relevant to meet the medium term requirements

Lack of role certainty between oversight and implementation may result in ineffectiveness in the execution of strategy and governance

## Mitigation Strategy

Business Continuity plans and relevant ICT strategies, aligned to the organisational prevailing environment

Fundraising plans for specific projects that cannot be funded from the baseline

Review of the business model and aligned capacity building tactics

Commissioners handbook that define roles and responsibilities as well supporting delegation