



02 JULY 2019

COMMISSION FOR GENDER EQUALITY
OVERVIEW OF THE BUDGET and ANNUAL PERFORMANCE PLAN: 2019/20

1. INTRODUCTION

This paper provides an overview and analysis of the Commission for Gender Equality's (CGE) Annual Performance Plan (APP) and budget for the 2019/20 financial year. A breakdown of the budgetary allocations per programme and strategic objectives for the 2019/20 financial year are provided. The overview will draw on the strategic objectives and sub-strategies, relating these to the performance indicators and annual targets for the financial year in question. The Commission has also tabled a new 5-year strategic plan for the period 2018-2023 – a brief overview of the new strategic plan will also be provided.

2. POWERS ASSIGNED TO THE CGE

The background and context of CGE's work emanates from Section 181 of the Constitution (1996) and it is one of the Chapter 9 institutions which are independent entities for strengthening democracy. The CGE is therefore required to report to the National Assembly at least once a year regarding the progress of carrying out its strategic objectives. Section 187 of the Constitution stipulates that the Commission should promote respect for gender equality, and protect and develop its attainment, as well as monitor, educate, lobby, advise and report on issues related to gender equality.¹

In line with the CGE's obligation to strengthen constitutional democracy with a focus on the attainment of gender equality, the CGE has a legislative mandate and functions stemming there from which include the following:-

- To monitor and evaluate policies and practices of organs of state, statutory bodies, public bodies, private businesses and institutions;
- To cultivate an understanding of gender equality and the role and activities of the Commission through developing, conducting and managing information and education programmes;
- To evaluate whether Acts of Parliament (existing or proposed), systems of personal and family law or custom, systems of indigenous law, custom or practices or any other law, will affect the status of women, and to make recommendations to Parliament in this regard;
- To recommend to the national and provincial legislatures, any new legislation that would promote gender equality;

¹ The Constitution of the Republic of South Africa, 1996



- To investigate on its own initiative or due to a complaint, any gender related issue;
- To maintain close relations with institutions that undertake similar work, and to facilitate cooperation in handling complaints;
- To interact with civil society to further the work of the Commission;
- To monitor compliance to international conventions, covenants and charters related to gender issues, and to submit reports to Parliament in this regard;
- To conduct research on gender related issues;
- To consider recommendations, suggestions and requests made with regards to gender equality as received from any source.²

The Commission is publicly funded and is thus subject to the reporting requirements of the Public Finance Management Act (Act No 1,1999). The obligations of the PFMA include an audit by the Auditor General. In line with its Constitutional mandate, the vision of the Commission for Gender Equality remains to strive for “a society free from all forms of gender oppression and inequality”, while its mission includes to “advance, promote, protect, monitor and evaluate gender equality through undertaking research, public education, policy development, legislative initiatives, effective monitoring and litigation”.

3. OVERVIEW OF 2018 – 2023 STRATEGIC PLAN

The Commission for Gender Equality has tabled a new 5-year strategic plan for the period 2018 – 2023. This strategic plan will guide the implementation of the Annual Performance Plan for the next five years.

Whilst the vision and mission and mandate of the Commission remains unchanged, it has reduced its strategic objectives from 4 to 3 in its new strategic plan, however the Annual Performance Plan identifies 4 objectives – this needs to be clarified.

In its previous strategic plan, the Commission had the following strategic objectives:

- To ensure the creation and implementation of an enabling legislative framework that promotes the attainment of gender equality
- 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
- 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 object of the Commission for Gender Equality
- To build an effective, efficient and sustainable institution that will fulfil its constitutional mandate on gender equality

² Commission for Gender Equality Act No. 39 of 1996



In its new strategic plan for 2018 – 2023, it has outlined the following strategic objectives:

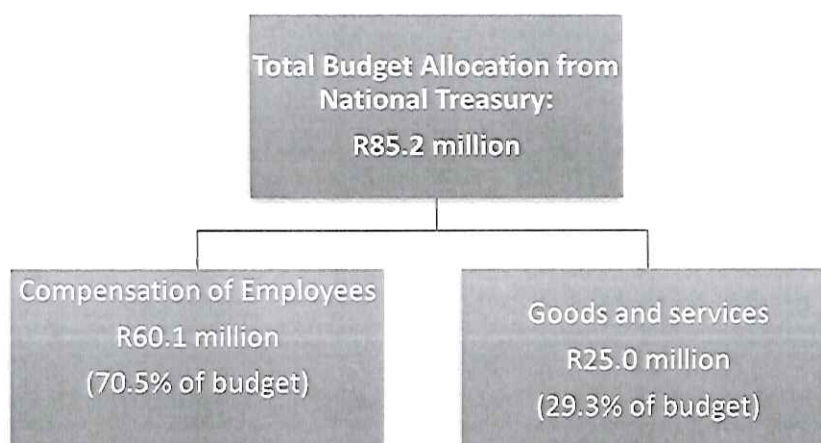
- Objective 1: To advance an enabling legislative environment for gender equality
- Objective 2: To promote respect for and protection, development and attainment of gender equality
- Objective 3: To build and sustain an efficient organisation, to effectively promote and protect gender equality

4. STRATEGIC FOCUS & BUDGET 2018/19

The Commission for Gender Equality aims to ensure that gender equality is promoted and unfair discrimination is eradicated within the policies and practices of Government, other state institutions, and private organisations, in line with outcome 3 (all people in South Africa are and feel safe) and outcome 11 (create a better South Africa, a better Africa and a better world) of Government's 2014-2019 Medium Term Strategic Framework.

Over the medium term, the commission will continue to advance policies and initiatives that contribute to the eradication of gender inequality. This is expected to be achieved by influencing laws and government policies through written submissions to Parliament, resolving disputes or finding suitable courses of redress on cases of gender-related complaints, and monitoring compliance with domestic and international conventions.

Figure1: Total Budget 2019/20



- For the 2019/20 period, the Commission for Gender Equality receives a budgetary allocation of R85.2 million. This is a R6.9 million increase from the 2018/19 financial year.



- The greatest proportion of the Commission's budget is allocated to compensation of employees.
- The Commission has previously indicated to the Committee that most of its work is carried out by internal personnel and thus the main driver of spending is compensation of employees.

5. STRATEGIC OBJECTIVES

The targets for the 2019/20 financial year are reflected below.

The strategic objectives, sub-strategies, key activities and budgetary allocations have been arranged in tabular form for ease of reference.



Table 1: Strategic Objective No. 1

To advance an enabling legislative environment for gender equality.

±15.6% of budget allocated to SO1		2019/20
Budget allocated to objective:		R 13 319 400
Sub-strategies	Evaluate and make recommendations on new and proposed legislation to ensure gender mainstreaming	R 1 997 900
	Proactively review national gender-transformation legislation and its implementation by state and private institutions	R 5 993 700
	Monitor the state's compliance with international and regional treaties that advance gender equality	R 5 327 800
Key Performance Indicator		2019/20 target
Submissions on new and proposed legislation		20 Submissions on new and proposed legislation based on the project plan
A report on submissions made and the outcomes of engagements with parliament and other key stakeholders on new and proposed legislation		1 report
A plan, indicating the legislation and institutions to be evaluated during the year		1 plan for compliance evaluations to be undertaken for the year on gender transformation
Reports on investigations, findings and recommendations regarding compliance and implementation of national gender transformation legislation		<ul style="list-style-type: none"> Quarterly and annual reports on investigations undertaken and recommendations made A plan for compliance evaluations to be undertaken for the year on gender transformation relating to TVET Colleges Quarterly and annual reports on investigations undertaken and recommendations made in relation to TVET Colleges Reports on follow-ups on recommendations and on enforcement steps taken if applicable
Guide on Sexual Harassment (new indicator)		
Monitoring reports on international and regional treaties to advance gender equality		<ul style="list-style-type: none"> Final monitoring report on CEDAW Final monitoring report on SDGs Final monitoring report on Maputo Protocol
Engagements with key stakeholders on findings and recommendations regarding compliance with international and regional treaties to advance gender equality		1 consolidated report on outcomes of engagements with key stakeholders on findings and recommendations regarding compliance with international and regional treaties to advance gender equality
Expenditure breakdown of objective		2019/20
Goods and services – direct costs		R379 000
Goods and services – attributable overheads		R1 949 300
Compensation of employees		R 10 990 500
Total		R 13 319 400



Table 2: Strategic Objective No. 2

To promote and protect gender equality through public awareness, education, investigation and litigation

±25.5% of budget allocated to SO2		2019/20
Budget allocated to objective:		R21 794 000
Sub-strategies	Develop, conduct or manage information and education programmes to foster an understanding of matters related to gender equality	R8 717 600
	Investigate, resolve or refer any gender related issue to rectify it and to seek redress for victims of gender violations	R 13 076 400
Key Performance Indicator		2019/20 target
A plan indicating the themes and content of the programmes for the year		An overview of the themes and proposed content of education, information, outreach and advocacy programmes for the year
Reports on education and information programmes conducted		Quarterly and annual reports on education and information programmes conducted
Reports on education and information programmes delivered via media platforms		Quarterly and annual reports on education and information programmes delivered via media platforms
Reports on outreach, advocacy and legal clinics conducted.		Quarterly and annual reports on outreach, advocacy and legal clinics conducted
A report on strategic partnerships used in the delivery of education, information and legal programmes		1 report
Percentage of complaints timeously attended to in terms of the complaints manual		80% of complaints handled in compliance with the complaints manual
A report on a high-level panel discussion on the withdrawal of IPV cases		1 report
A report on the outcome an implementation of systemic investigation (on shelters)		1 report
Expenditure breakdown of objective		2019/20
Goods & Services – direct costs		R227 000
Goods and services – attributable overheads		R3 248 900
Compensation of employees		R18 317 300
Total		R21 794 000



Table 3: Strategic Objective No. 3

To monitor and evaluate issues that undermine the promotion and attainment of gender equality

10.2% of budget allocated to SO3		2019/20
Budget allocated to objective:		R8 778 400
Sub-	Monitor and evaluate gender-based violence	R 4 389 200
	Monitor and evaluate women's empowerment	R 4 389 200
Key Performance Indicator		2019/20 target
A status report on the country's response to addressing and combatting GBV taking into account new commitments made		2 reports: <ul style="list-style-type: none"> • Status report on the country's response to addressing and combatting GBV taking into account new commitments made • A report a stakeholder engagement with the NGM on preliminary findings and recommendation in addressing and combatting GBV
A status report on the country's response to enabling and sustaining women empowerment		3 reports: <ul style="list-style-type: none"> • A status report on the country's response to enabling and sustaining women empowerment • Report a stakeholder engagement with the NGM on preliminary findings and recommendation in an enabling and sustaining women empowerment • A status report on the general elections
Expenditure breakdown of objective		2019/20
Goods & Services - direct costs		R R151 800
Goods and services – attributable overheads		R 1 299 600
Compensation of employees		R7 327 000
Total		R 11 258 333



Table 4: Strategic Objective No. 4

To build an efficient organisation that promotes and protects gender equality

±48.9% of budget allocated to SO4		2019/20
Budget allocated to objective:		R41 678 400
Sub-strategies	Strengthen the CGE to deliver on its mandate	R19 557 000
	Increase the influence and impact of the CGE to ensure a transformed society	R 22 121 400
Key Performance Indicator		2019/20 target
Good governance policies and practices		<ul style="list-style-type: none"> Updated business model that reflects the catalyst role of the CGE Commissioners Handbook updated to reflect King IV and to clarify roles and responsibilities Guidelines or a policy developed to regulate interaction between Commissioners and Secretariat (as per Public Protector remedial action of 2010) Orientation and training for current and new Commissioners A report on compliance with legislation and policies
Human competence and capacity		Quarterly and annual reports against the deliverables in the HR strategy
Appropriate systems, processes and policies to strengthen institutional competency		<ul style="list-style-type: none"> A plan, identifying specific systems, processes and policies to be addressed by each department during the year Quarterly and annual reports against the plan for the year
An Monitoring & Evaluation framework and tool to measure the impact of CGE interventions		<ul style="list-style-type: none"> An M&E framework and tool developed and implemented (this was a target in 2016/17 as well) Quarterly and annual M&E reports on the impact of CGE interventions
Indication of the impact of strategic partnerships		<ul style="list-style-type: none"> Quarterly and annual reports on strategic partnerships established, together with the purpose for such partnerships Report on outcomes of engagements with strategic partners and the impact they have had on gender equality
Updated corporate communications and branding strategies, including traditional and social media		Corporate communications and branding strategies updated and implemented, reflecting a proactive approach to media



Timeous and appropriate response of CGE to issues in the news	<ul style="list-style-type: none"> Quarterly and annual analysis of CGE responses to issues in the news, including any crisis communication
Analysis of the role of social media in gender-related matters	<ul style="list-style-type: none"> Analysis and report on social media phenomena that have the potential to disempower women Recommendations and guidelines to mitigate social media threats to women
Media strategy to educate and inform stakeholders	<ul style="list-style-type: none"> Updated strategy to use traditional and social media to educate and inform stakeholders on issues pertinent to gender Report on the impact of the media strategy to educate and inform stakeholders on issues pertinent to gender
Record of internal and external dissemination of reports, information and guidelines	Knowledge management and ICT strategies developed to support the dissemination of reports, information and guidelines
Expenditure breakdown of objective	2019/20
Goods & Services - direct costs	R 1 787 700
Goods and services – attributable overheads	R 13 775 400
Compensation of employees	R 26 115 300
Total	R 41 678 400



COMMENTARY/ ISSUES FOR CONSIDERATION

Overall, the Commission for Gender Equality has improved its performance across the last 5 years and has increased its public awareness and outreach. Key areas of concern for the Commission include:

- **Case management:** The Commission receives a high volume of cases from the public on an array of issues, including gender discrimination, maintenance and inheritance, to mention and few. Year on year, the Commission has struggled to close off cases resulting in a huge number of pending files being carried over annually. The CGE has subsequently implemented an electronic case management system. It would be important to monitor the progress of cases.
- **Budget and staffing/retention:** The Commission receives a significantly smaller budget than other Chapter 9 institutions. To this end, its activities and programmes are often limited due to budgetary constraints. The Commission also struggles to retain staff, as it is not able to pay higher salaries and loses staff to other institutions.
- It must also be noted that new commissioners have not yet been formally appointed to the Commission, leaving it under-staffed in this regard – this could have an impact on meeting of targets
- In terms of the 2019/20 Annual Performance Plan, it has been clearly drafted but is lacking in detail in some areas. For example, there is no indication of which institutions will be assessed.
- Given the nature and scope of the work to be undertaken by the CGE, are provincial offices adequately resourced (both human and financial) to deliver on the mandate? Are there currently any vacancies in Provincial Offices? If so, which positions?
- Are there any departments which the CGE will be collaborating with for any of its projects?
- Have all outstanding targets for 2018/19 been met, and where they have not have mitigation measures been implemented?



REFERENCES:

- Commission for Gender Equality Five-year Strategic Plan 2013 – 2018
- Commission for Gender Equality Annual Performance Plan 2017/18
- National Treasury, 2019, Estimates of National Expenditure 2019: Vote 13

TERMS USED IN THIS DOCUMENT

- **Technical and Vocational Education and Training (TVET)**
TVET is an abbreviation for Technical and Vocational Education and Training.
- **Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)**
The Convention on the Elimination of all Forms of Discrimination Against Women is an international treaty adopted in 1979 by the United Nations General Assembly. Described as an international bill of rights for women, it was instituted on 3 September 1981 and has been ratified by 189 states
- The **Sustainable Development Goals (SDGs)**, otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.
- **The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa**, better known as the **Maputo Protocol**, guarantees comprehensive rights to women including the right to take part in the political process, to social and political equality with men, improved autonomy in their reproductive health decisions, and an end to female genital mutilation. As the name suggests, it was adopted by the African Union in the form of a protocol to the African Charter on Human and Peoples' Rights in Maputo, Mozambique
- **IPV - Inter-personal Violence**
- **GBV – Gender-based Violence**
- **NGM – National Gender Machinery**
- **Direct costs** are costs which are directly accountable to a cost object (such as a particular project, facility, function or product)
- **Overhead expenses** include accounting fees, advertising, insurance, interest, legal fees, rent, repairs, supplies, taxes, telephone bills, travel expenditures, and utilities.

