



PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA

PO Box 15 Cape Town 8000 Republic of South Africa
Tel: 27 (21) 403 2911
www.parliament.gov.za

COMMISSION FOR GENDER EQUALITY: OVERVIEW OF QUARTERLY PERFORMANCE 2018/19

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The purpose of this brief is to provide an overview of quarterly programme and financial performance as it relates to the Commission for Gender Equality.

1. BACKGROUND TO CGE PERFORMANCE AND FINANCIAL SUCCESSES AND CHALLENGES

Between 2006/07 and 2009/10, the CGE experienced a number of challenges that impacted on its operational and financial performance. These relate primarily to governance and financial management matters during this period.

The CGE had numerous vacancies in senior positions, including those of Chief Executive Officer (CEO) and Chief Financial Officer (CFO). This resulted in numerous acting accounting officers and CFOs being appointed, which in turn had a negative effect on the adequacy of financial management at the CGE. A number of critical senior-management level posts remained vacant, including vacant Commissioners posts and six Head of Department Posts. This lack of senior management led to a lack of financial, administrative and performance management systems. Additional high staff turnover rates also resulted in the CGE not being able to carry out its mandate fully.

In terms of financial performance, the Auditor-General could not express an opinion on the CGE's 2007/2008 and 2008/2009 annual reports as a result of outstanding financial evidence related to the expenditure of donor funding, operating expenditure and salaries, amongst others. The CGE did not have an Audit Committee in 2007/08 and 2008/09 and had no internal audit function during the above-mentioned periods. In addition, no information systems to prepare accurate performance reports were available and performance information was not submitted to Auditor-General's Office in 2008 and 2009. In addition, the CGE did not have a proper supply chain management system, as well as budgetary control and monitoring systems, which resulted in irregular expenditure.

Given the challenges faced by the CGE during this time, in 2010, it embarked on a turn-around strategy to address challenges and minimise risks for mismanagement within the institution. There seems to be a significant amount of work that went into establishing mechanisms for better institutional controls within the CGE, including the development and adoption of a risk assessment policy, a fraud-prevention strategy and a whistle-blowing policy. Legal opinions were also developed to guide adherence and compliance with policies and practices. These mechanisms seemed to have contributed to the 2010/11 unqualified audit that the CGE received for the first time in four years. From this point, there was far better alignment between the CGE's strategic plans, annual performance plans and annual reports resulting in a marked improvement in the performance and reporting of the CGE on its mandate – appropriate targets were set, and for the most part, were being met. Financial management systems seem to have improved since then, and the CGE's finances, although limited, appear to be stable and sound.

Table: Financial performance 2007/08-2017/18

Year	Adjusted appropriation	Percentage expenditure	Fruitless and wasteful	Irregular	Audit Finding
2007/08	R41.081m	116.2% ¹	Not indicated	Not indicated	Disclaimer
2008/09	R46.193m	110.7% ²	R300 937	R14 868 719	Disclaimer
2009/10	R49.112m	105.1% ³	R311 901	R5 949 154	Qualified
2010/11	R51.155m	94.8%	R206 989	R10 339 703	Unqualified with emphasis of matter
2011/12	R55.665m	91.0%	R37 040	R5 573 861 ⁴	Unqualified with emphasis of matter
2012/13	R61.2m	94.7%	0	R1 902 088	Unqualified with emphasis of matter
2013/14	R63.96m	96.7%	R13 542	R1.8m	Unqualified with emphasis of matter
2014/15	R74.7m	98.6%	R134 654	R1.04m	Unqualified with emphasis of matter
2015/16	R73.6m	97%	R245 649	0	Unqualified
2016/17	R69.8m	107% ⁵	0	R338 126	Unqualified
2017/18	R78.2	102% ⁶		R641 635	Unqualified

¹ Over-expenditure of R7.01 million

² Over-expenditure of R5.21 million

³ Over-expenditure of R2.52 million

⁴ The CGE has an opening balance of R38,0 million as at 31 March 2017, with R14.6 million being regularised, resulting in R23.3 million which was awaiting regularisation.

⁵ For the 2016/17 period, the Commission for Gender Equality receives a budgetary allocation of **R69,891 million from National Treasury**. The CGE has for the year under review increased its income by **R3 million**. This is due to interest received (R463 368), proceeds from sale of assets (R20 200), sundry income (R44 321) and donations received in kind amounting to R2.4 million.³ **This brings the total income to R72 892 539**. The Commission indicates that at the end of March 2017 it has an **operational deficit of R2.2 million**. Total over-expenditure exceeded the annual allocation by R5.2 million, however it was able to offset some of the over-expenditure with savings from Compensation of Employees, resulting in the total over-expenditure or operating deficit standing at R2.2 million.

2. PERFORMANCE INFORMATION PER STRATEGIC OBJECTIVE

STRATEGIC OBJECTIVE 1 = TO ADVANCE AN ENABLING LEGISLATIVE ENVIRONMENT FOR GENDER EQUALITY <ul style="list-style-type: none"> • 41 targets were planned for strategic objective 1 across the 4 quarters • ? targets were achieved 									
Key Activity/ KPI	2018/19 target	Quarter 1 target	9 (9/9)	Quarter 2 target	11 (9/11)	Quarter 3 target	10	Quarter 4 target	11
Number of assessment reports on international and regional treaties to advance gender equality	Implementation of CEDAW	Concept & assessment tools	✓	Data collection	x	Analysis & writing up findings		Compilation of assessment report	
	Implementation of Sustainable Development Goals	Concept & assessment tools on SDG5	✓	Data collection	✓	Analysis & writing up findings		Compilation of assessment report	
	Implementation of African Charter on Human & People's Rights	Concept & assessment tools on SDG5	✓	Data collection	✓	Analysis & writing up findings		Compilation of assessment report	
	Agenda 2063, focussing on health	Concept & assessment tools focusing on health	✓	Data collection	✓	Analysis & writing up findings		Compilation of assessment report	

⁶ For 2017/18 the CGE indicated that they augmented their income by R5.4 million through interest received, proceeds from sale of assets, sundry income and donations received in cash and kind. This brings the total income to R83.7 million. As at the end of March 2018 the Commission recorded an operational surplus of R3.4 million – thus off-setting overspending.

Number of engagements on findings and recommendations shared with key gender equality stakeholders on international and regional treaties	3 engagements	No activity		1 engagement	✓	1 engagement		1 engagement	
Number of submissions made on existing legislation and new legislation	20 submissions	5 submissions	✓	5 submissions (7 submission done)	✓	5 submissions		5 submissions	
Report on engagements with Parliament on gender sensitive submissions made and policy changes to advance gender equality (new indicator)	4 engagements & 1 report	1 engagement	✓	1 engagement & 1 report	✓ ✓	1 engagement		1 engagement & 1 report	
Number of investigation reports on gender equality	2 reports	Concept & assessment tools for gender transformation on procurement	✓	Data collection & analysis	x	Investigation hearing		Compilation of assessment report	
		Concept & assessment tools for gender transformation in universities	✓	Data collection & analysis	✓	Investigation hearing		Compilation of assessment report	

Number of monitoring and evaluation reports	4 reports: Traditional sector, Correctional facilities for women, Health, Forced marriages & early child marriage	Develop concept outlining methodology	✓	Data collection & field work	✓	Analyse data & draft reports		Finalise reports	
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STRATEGIC OBJECTIVE 2 = TO PROMOTE RESPECT FOR & THE PROTECTION, DEVELOPMENT & ATTAINMENT OF GENDER EQUALITY									
<ul style="list-style-type: none"> • 45 targets were planned for strategic objective 2 across the 4 quarters • ? targets were achieved - unclear 									
Key Activity/ KPI	2018/19 target	Quarter 1 target	11	Quarter 2 target	11	Quarter 3 target	11	Quarter 4 target	12
Report on education & information programme	Develop relevant & targeted education & information material on gender equality guided by project plan	Identify education & information material for development guided by project plan	✓	Draft education & information as per project plan	✓	Draft education & information as per project plan		Draft education & information as per project plan	
	Report on SDGs education programme focusing on gender equality	Conduct education programme guided by concept paper	✓	Conduct education programme guided by concept paper	✓	Conduct education programme guided by concept paper		Conduct education programme guided by concept paper	
Report on information programme on gender equality using media platforms	Report on community radio programmes incl. media monitoring	Develop & approve community radio strategy & plan	✓	Conduct a Community radio programme as per the strategy & plan	✓	Conduct a Community radio programme as per the strategy & plan		Conduct a Community radio programme as per the strategy & plan	
	4 media campaigns	1 campaign as	✓	1 campaign as	✓	1 campaign as		1 campaign as	

	conducted	per strategy & Plan		per strategy & Plan		per strategy & Plan		per strategy & Plan	
	4 social media campaigns conducted	1 social media campaign as per strategy & Plan	✓	1 social media campaign as per strategy & Plan	✓	1 social media campaign as per strategy & Plan		1 social media campaign as per strategy & Plan	
Report on outreach, advocacy and legal clinics	Report on outreach, advocacy & legal clinics guided by project plan	Conduct outreach, advocacy & legal advice clinic to educate the public on gender rights & obligations & provide legal advice for quick resolution	✓	Conduct outreach, advocacy & legal advice clinic to educate the public on gender rights & obligations & provide legal advice for quick resolution	✓	Conduct outreach, advocacy & legal advice clinic to educate the public on gender rights & obligations & provide legal advice for quick resolution		Conduct outreach, advocacy & legal advice clinic to educate the public on gender rights & obligations & provide legal advice for quick resolution	
Percentage of complaints timeously attended to in terms of complaints manual	80% of complaints handled in compliance with the complaints manual	80% of complaints handled in compliance with the complaints manual	✓	80% of complaints handled in compliance with the complaints manual	✓	80% of complaints handled in compliance with the complaints manual		80% of complaints handled in compliance with the complaints manual	
Number of systemic rights investigations conducted	1 systemic investigation conducted	Investigate systemic violations in shelters	✓	Investigate systemic violations in shelters	✓	Determine & implement recommendations addressing systemic violations in shelters		Report on implementation of recommendations	
Implementation of the JSC Report recommendations	Implementation of the JSC Report recommendations	Implementation of the JSC Report recommendations	✓	Implementation of the JSC Report recommendations	✓	Implementation of the JSC Report recommendations		Implementation of the JSC Report recommendations	
Number of engagements with stakeholders on findings and recommendations of complaints handling	2 stakeholder engagements with key stakeholders	No activity		2 stakeholder engagements with key stakeholders on complaints handling and		No activity		2 stakeholder engagements with key stakeholders on complaints handling and systemic	

and systemic investigations				systemic investigations				investigations	
A report on strategic partnership engagements with likeminded organisations to promote and advance gender equality and women's empowerment	1 report	Conduct strategic partnership engagements to promote gender equality and women empowerment as per project plan	✓	Conduct strategic partnership engagements to promote gender equality and women empowerment as per project plan	✓	Conduct strategic partnership engagements to promote gender equality and women empowerment as per project plan		Conduct strategic partnership engagements to promote gender equality and women empowerment as per project plan	
A report on stakeholder relations and management plan	Developed, approved and implemented stakeholder relations management plan	Draft & approve stakeholder relations & management plan	✓	Approve & implemented stakeholder relations & management plan	✓	Implemented stakeholder relations & management plan		Implemented stakeholder relations & management plan	

STRATEGIC OBJECTIVE 3 =

TO BUILD AN EFFICIENT ORGANISATION THAT PROMOTES & PROTECTS GENDER EQUALITY

- 36 targets were planned for strategic objective 3 across the 4 quarters
- ? targets were achieved - unclear

Key Activity/ KPI	2018/19 target	Quarter 1 target	9	Quarter 2 target	10	Quarter 3 target	9	Quarter 4 target	8
Aligned Commissioner's handbook and governance structure with	Reviewed and aligned Commissioner's handbook and	Aligned Commissioners handbook to King IV governance principles	✓	Aligned Commissioners handbook to King IV governance	✓	Aligned Commissioners handbook to King IV governance		Aligned Commissioners handbook to King IV governance principles	

King IV principles A report on compliance on policies and legislation A compliance report on substantive gender equality Implemented HR strategy and plans	governance structure with King IV principles ⁷			principles		principles		
	A report on compliance with legislation and policies	No activity		A report on compliance with legislation & policies	x	A report on compliance with legislation & policies		Compile report on compliance with legislation & policies
	A compliance report on substantive gender equality	Draft report on substantive gender equality	✓	Draft report on substantive gender equality	✓	Draft report on substantive gender equality		Draft report on substantive gender equality
	Reviewed and approved HR strategy and plans implemented	Implemented HR strategy & plans	✓	Implemented HR strategy & plans	✓	Implemented HR strategy & plans		Implemented HR strategy & plans
Comprehensive report on corporate services	Reviewed and approved financial management strategy	No activity		No activity		No activity		No activity
	Implemented financial management strategy	Review financial management system	x	Implemented financial management strategy	x	Implemented financial management strategy		Implemented financial management strategy
	Decentralised financial systems for all provinces	No activity		No activity		No activity		No activity
ICT Strategy and Plan	Reviewed ICT strategy and plans	Review ICT strategy & plans	✓	Approve ICT strategy & plans & implement	✓	Implemented ICT strategy & plans		Implemented ICT strategy & plans

⁷ The overarching objective of King IV is to make corporate governance more accessible and relevant to a wider range of organisations, and to be the catalyst for a shift from a compliance-based mindset to one that sees corporate governance as a lever for value creation. It contains 17 aspirational principles that support four fundamental governance outcomes: an ethical culture, good performance, effective control and legitimacy.

Approved knowledge management strategy	Knowledge management strategy	Assessment of current information systems	✓	Develop & design strategy & plan	x	Approve knowledge management strategy & plan		No activity	
Reviewed and approved communication strategy	A report on communications audit	Conduct communications audit	✓	Conduct communications audit	✓	Draft report on communications audit		No activity	
Reviewed and approved branding strategy and plan	Reviewed communications strategy and plan	Review current communications strategy & policies	✓	Update & finalise communications strategy & plan	✓	Implemented communications strategy & plan		Implemented communications strategy & plan	
	Reviewed existing branding strategy and plan	Review existing branding strategy, policies & plans	✓	Approve branding strategy & plan	✓	Implemented branding strategy & plan		Implemented branding strategy & plan	

3. COMMENTARY ON 2018/19 PERFORMANCE

- The CGE has provided performance information for the financial year 2018/19. According to this information, it had 33 planned annual targets – this is commensurate with the information presented in the Annual Performance Plan presented in April 2018.
- It reports that it has **achieved 27 out of 33 annual targets (81.8%)**. This is commendable.
- However, requisite quarterly performance information was not entirely forthcoming in the documents forwarded to the Committee. This makes it difficult to make quarterly comparisons on performance or to identify where targets have or have not been met. In addition, it is unclear where targets have been carried over.

According to information presented:

- Quarter 1 - it has managed to achieve nearly 84.3% of its targets, (27 out of 32)
- Quarter 2 – it has managed to achieve 87.5% of its targets (28 out of 32)
- Quarter 3 – it managed to achieve 63.3% of its targets (19 out of 30)
- Performance information for quarter 4 was not explicitly presented

4. FINANCIAL INFORMATION 2018/19

For the 2018/19 period, the Commission for Gender Equality receives a budgetary allocation of R78.3 million. This is a R2.4 million increase from the 2017/18 financial year. Considering that the CGE received an R8.4 million increase between 2016/17 and 2017/18, the R2.4 million is a nominal amount.

Figure 1: Total Budget 2018/19



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.

The majority of the Commission's budget (R45.1 million) was spent on the service delivery programme. Of this, R26.7 million (59.2%) was allocated towards provincial offices.

As at 31 March 2019, the CGE had received all its transfer payments from National Treasury via the Department of Women, amounting to R80.7 million. In addition to this it had managed to augment its income through savings/ cost containment and donor funds. This brings its total income to R81.9 million. Total expenditure amounts to R81.1 million, resulting in surplus funds of approximately R785 000. Overall, the CGE's finances, while limited, remain sound and they have spent within their available funds. It has also paid suppliers within 30 days and have not identified any material risks at this time.