| **Strategic Objective 1: To advance an enabling legislative environment for gender equality** |
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| **Strategic outcome: To evaluate legislation, policies, practices and mechanisms and make recommendations to bring about continuous improvements to advance gender equality** |
| **#** | **Sub-strategies** | **Objective statement**  | **Performance Indicator** | **Baseline** | **1 April 2019 to 31 March 2020** |
| **2019/2020** | **Actual Performance** | **Variance** | **Corrective action** |
| **1** | Evaluate and make recommendations on new and proposed legislation to ensure gender mainstreaming | Proactive engagement with relevant stakeholders and parliament to strengthen policy and legislation that advance gender mainstreaming | Submissions on new and proposed legislation | 20 submissions  | 16 Submissions on new and proposed legislation based on the project plan |  17 Submissions were drafted and submitted |  Over-achieved by 1 submission made. More calls for submissions from parliament and legislatures arose and the Commission had to respond |  No corrective action |
| A consolidated report on submissions made and the outcomes of engagements with parliament and other key stakeholders on new and proposed legislation | A report on 20 submissions  | A consolidated report on submissions made and the outcomes of engagements with parliament and other key stakeholders on new and proposed legislation |  A consolidated report on submissions made and outcomes was finalised |  No variance |  No corrective action |
| **2** | Proactively review national gender-transformation legislation and its implementation by state and private institutions  | Evaluation and recommendations regarding implementation and compliance with national gender-based legislation | A consolidated report on private and public institutions monitored for gender transformation | EE and Gender Transformation reports | A consolidated report on private and public institutions monitored for gender transformation |  A consolidated report on private and public institutions monitored for gender transformation was finalised  |  No variance |  No corrective action |
| Consolidated report on TVET institutions monitored for gender transformation | Consolidated report on TVET institutions monitored for gender transformation |  Consolidated report on TVET institutions monitored for gender transformation was finalised |  No variance |  No corrective action |
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| A consolidated report on implementation of findings and recommendations of previous year Gender Transformation report | A consolidated report on implementation of findings and recommendations of previous year Gender Transformation report  |  A consolidated report on implementation of findings and recommendations of previous year Gender Transformation report was finalised |  No variance |  No corrective action |
| Guide on Sexual Harassment in the workplace | New indicator | Guide on Sexual Harassment the in workplace |  Guide on Sexual Harassment the in workplace was finalised |  No variance |  No corrective action |
| **1** | Monitor the state's compliance with international and regional treaties that advance gender equality | Periodic reviews on the state's compliance with obligations under the conventions, covenants, treaties and protocols; engage on findings; and recommend actions | Monitoring reports on international and regional treaties to advance gender equality | CEDAW Report, Beijing Report, MDGs Report and AGDI report | Final monitoring report on CEDAW  |  Final monitoring report on CEDAW |  No variance |  No corrective action |
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| Final monitoring report on SDGs  |  Final monitoring report on SDGs |  No variance |  No corrective action |
| Final monitoring report on Maputo Protocol |  Final monitoring report on Maputo Protocol |  No variance |  No corrective action |
|   | A report on outcomes of engagements with key stakeholders on findings and recommendations regarding compliance with international and regional treaties to advance gender equality | CEDAW Report, Beijing Report, MDGs Report and AGDI report | A report on outcomes of engagements with key stakeholders on findings and recommendations regarding compliance with international and regional treaties to advance gender equality | Partially achieved Two reports on outcomes of engagements with key stakeholders on findings and recommendations regarding compliance with international and regional treaties to advance gender equality were finalised  |  Engagement on Beijing 2025 could not take place since government had already submitted the report without consulting with the Commission.  |  Engagement will be planned in the next financial year depending on the control of COVID 19 pandemic |

| **Strategic Objective 2: To promote and protect gender equality through public awareness, education, investigation and litigation**  |
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| **Strategic outcome: To educate society to transform behaviour to respect and uphold gender equality and to further ensure effective and efficient social justice for victims of gender violations**  |
| **#** | **Sub-strategies** | **Objective statement**  | **Performance Indicator** | **Baseline** | **1 April 2019 to 31 March 2020** |
| **2019/2020** | **Actual performance** | **Variance** | **Corrective action** |
| **2.1** | Develop, conduct or manage information and education programmes to foster an understanding of matters related to gender equality | The provision of education, awareness, outreach and advocacy interventions and legal clinics for different stakeholders | A report content on the development of education and information programmes for the year | Thematic and position papers | A report content on the development of education and information programmes for the year |  A report content on the development of education and information programmes for the year was finalised |  No variance |  No corrective action |
| A consolidated report on education and information programmes conducted relating to Gender Mainstreaming | Report on education and information programmes conducted | A consolidated report on education and information programmes conducted relating to Gender Mainstreaming |  A consolidated report on education and information programmes conducted relating to Gender Mainstreaming was finalised |  No variance |  No corrective action |
| A consolidated report on education and Information programmes delivered via community radios  | Community radio report and media monitoring report | A consolidated report on education and Information programmes delivered via community radios  |  A consolidated report on education and Information programmes delivered via community radios was finalised  |  No variance |  No corrective action |
| A consolidated report on outreach, advocacy and legal clinics conducted | Outreach, advocacy and legal clinics report | A consolidated report on outreach, advocacy and legal clinics conducted |  A consolidated report on outreach, advocacy and legal clinics conducted was finalised  |  No variance |  No corrective action |
| A consolidated report on strategic partnerships used in the delivery of education, information and legal programmes | A report on strategic partnerships used in the delivery of education, information and legal programmes | A consolidated report on strategic partnerships used in the delivery of education, information and legal programmes |  A consolidated report on strategic partnerships used in the delivery of education, information and legal programmes was finalised  |  No variance |  No corrective action |
| **2.2.**  | Investigate, resolve or refer any gender related issue to rectify it and to seek redress for victims of gender violations  | To timeously investigate complaints and to investigate systemic violations of gender rights and identify appropriate redress | 80% of complaints opened in the 2019-20 financial year timeously attended to in terms of the complaint’s manual: from registering to assessment of the complaint manual | Complaints handling report  | 80% of complaints opened in the 2019-20 financial year timeously attended to in terms of the complaint’s manual: from registering to assessment of the complaint manual |  80% of complaints opened in the 2019-20 financial year was timeously attended to in terms of the complaint’s manual: from registering to assessment of the complaint manual |  No variance |  No corrective action |
| A report on a high-level panel discussion on the withdrawal of IPV cases | New | A report on a high-level panel discussion on the withdrawal of IPV cases |  A report on a high-level panel discussion on the withdrawal of IPV cases was finalised |  No variance |  No corrective action |
| A report on the outcome and implementation of systemic investigation conducted | 3 Systemic investigations reports | A report on the outcome and implementation of systemic investigation conducted |  A report on the outcome and implementation of systemic investigation conducted was finalised |  No variance |  No corrective action |

| **Strategic Objective 3: To monitor and evaluate issues that undermine the promotion and attainment of gender equality**  |
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| **Strategic outcome: To educate society to transform behaviour to respect and uphold gender equality and to further ensure effective and efficient social justice for victims of gender violations**  |
| **#** | **Sub-strategies** | **Objective statement**  | **Performance Indicator** | **Baseline** | **01 April 2019 to 31 March 2020** |
| **2019/2020** | **Actual Performance** | **Variance** | **Corrective action** |
| **3.1** | Monitor and evaluate gender-based violence (GBV)  | Monitoring and evaluating key issues associated with GBV and the practice of these issues by Government Private institutions and civil society  | A status report on the country's response to addressing and combatting GBV taking into account new commitments made  | Research reports on GBV  | A status report on the country's response to addressing and combatting GBV taking into account new commitments made |  A status report on the country's response to addressing and combatting GBV taking into account new commitments made was finalised |  No variance |  No corrective action |
| A report a stakeholder engagement with the NGM on preliminary findings and recommendation in addressing and combatting GBV and Women Empowerment | A report a stakeholder engagement with the NGM on preliminary findings and recommendation in addressing and combatting GBV and Women Empowerment  | A report a stakeholder engagement with the NGM on preliminary findings and recommendation in addressing and combatting GBV and Women Empowerment was finalised  |  No variance |  No corrective action |
| **3.2** | Monitor and evaluate Women’s Empowerment  | Overseeing and monitoring the issues that will impact poverty, inequality and the limitations women face in actively participating in society | A status report on the country's response to enabling and sustaining women empowerment | New indicator | A status report on the country's response to enabling and sustaining women empowerment |  A status report on the country's response to enabling and sustaining women empowerment was finalised  |  No variance |  No corrective action |
|  | Monitoring of the Elections | Monitoring and evaluating key issues associated with women's representation in political life and decision making  |  A status report on the general elections  | Elections reports |  A status report on the general elections  |  A status report on the general elections was finalised |  No variance |  No corrective action |

| **Strategic Objective 4: To build an efficient organisation that promotes and protects gender equality** |
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| **Strategic outcome: To build organisational capacity and ensure that the operations of the organisation have impact on society** |
| **#** | **Sub-strategies** | **Objective statement**  | **Performance Indicator** | **Baseline** | **01 April 2019 to 31 March 2020** |
| **2019/2020** | **Actual performance** | **Variance** | **Corrective action** |
| 4 | Strengthen the CGE to deliver on its mandate | Strengthening of human and institutional capacity  | Good governance policies and practices  | Commissioners Handbook | Updated business model that reflects the catalyst role of the CGE | Partially achieved. Updated Business model was drafted, awaiting approval and adoption | Approval of the updated business model could not be done.  | Approval of the business model to be done during the first quarter of the 20-21 financial year |
| Commissioners Handbook updated to reflect King IV and to clarify roles and responsibilities | Partially achieved. Commissioners handbook reviews are available and not yet adopted | Approval and adoption of the revisions still needs to take place | Approval and adoption will take place in the new financial year |
| A consolidated report on the implementation of the HR 5-years strategy | HR 5-year strategic plan (2018 – 23) |  A consolidated report on the implementation of the HR 5-years strategy | A consolidated report on the implementation of the HR 5-years strategy was finalised | No variance | No corrective action |
| 4 | Increase the influence and the impact of the CGE to ensure a transformed society | Monitoring and evaluation of the impact of CGE interventions | An M&E framework and tool to measure the impact of CGE interventions | M&E framework and tools developed | A reviewed M&E framework and tools | Partially achieved. Framework was drafted, tools are still outstanding | Due to capacity issues, tools a for M&E could not be developed  | Service provider will be secured to assist with the drafting of M&E tools in the new financial year |
| Increased influence through strategic partnerships | Consolidated report on key strategic partnerships engagements with stakeholders and institutions of mutual interest conducted | Current partnerships | Consolidated report on key strategic partnerships engagements with stakeholders and institutions of mutual interest conducted | Consolidated report on key strategic partnerships engagements with stakeholders and institutions of mutual interest conducted was finalised | No variance | No corrective action |
| Increased influence through leverage of traditional and social media | Implementation of the corporate communications and branding strategies | Communications and branding strategies and policies. | Implementation of the corporate communications and branding strategies approach to media | Corporate communications and branding strategies approach for media was implemented | No variance | No corrective action |
| A media monitoring report | A media monitoring report | A media monitoring report | A media monitoring report was finalised | No variance | No corrective action |
| Increased influence through wide dissemination of CGE reports, information and guidelines | Record of internal and external dissemination of reports, information and guidelines  | Share-point | Knowledge management and ICT strategies developed to support the dissemination of reports, information and guidelines | Not achieved. RFQ was sent out but did not respond to the specifications set out.  | The RFQ had to be cancelled and the process had to be redone | Knowledge management will be finalised in the new financial year |