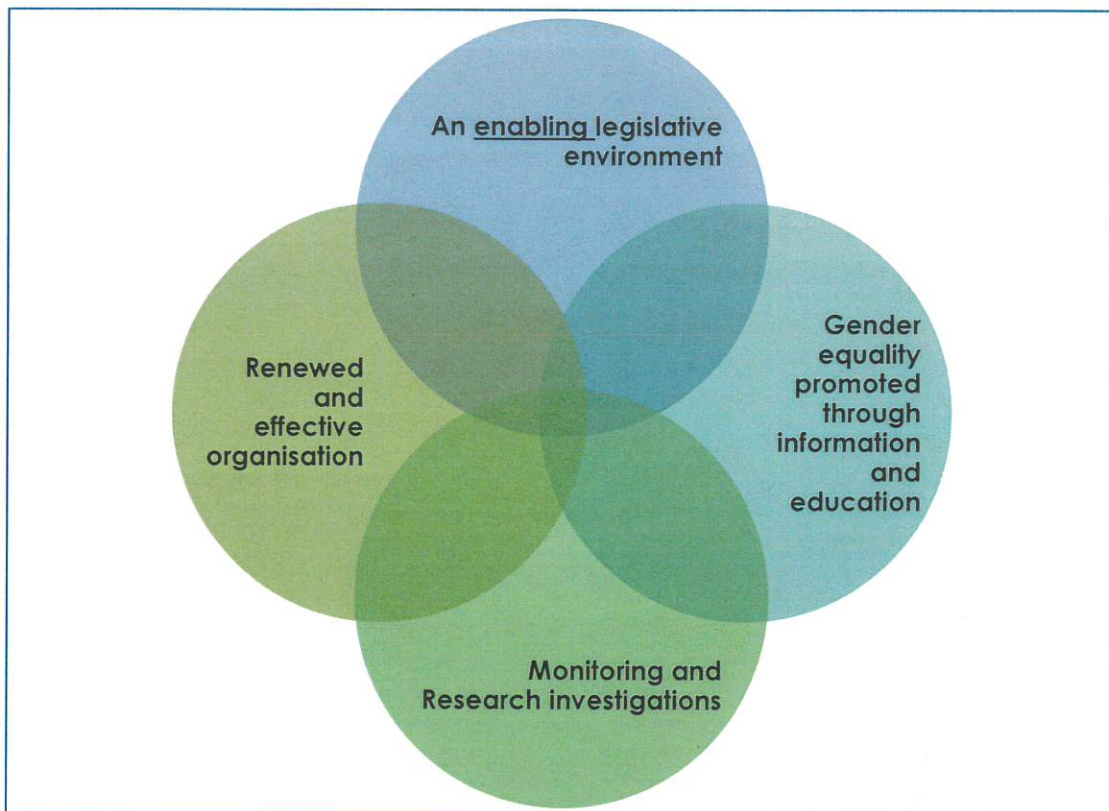




Commission for Gender Equality
A society free from gender oppression and inequality

Commission for Gender Equality 5 Year Strategy

2019 – 2024



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EXECUTIVE AUTHORITY STATEMENT: 2022/2023

I am extremely delighted to present this five-year strategic plan for the period from 2019 – 2024, whose development phase coincided with my assumption of office as the new Chairperson of the Commission for Gender Equality. This makes it one of my first strategic framework documents to guide the implementation of the Annual Performance Plan (APP) for the remaining 2 years of the 5-year term.

The development of the Commission's long-term strategy and the APP has been inspired by the 20-year review of the work and contribution in fulfilling our mandate of strengthening democracy through the creation of an enabling and empowering environment for both women and men, thus contributing to gender equality. To fulfil this mandate, the Commission endeavours to strength and leverage its strategic partnerships, towards increasing the reach of our programmes through nationwide communication and using our legislative mandate to challenge barriers and behaviours in society that undermine the achievement of gender equality.

The updated strategic plan consists of five (5) Strategic Outcomes oriented goals, outlined as:

- An enabling legislative environment for gender equality.
- Gender equality promoted through information, education to foster public understanding.
- Monitoring and Research investigations on issues that undermine the attainment of gender equality.
- Strategic Partnerships that leverage the achievement of the CGE Strategic Goals and broadened reach.
- A renewed, efficient and effective organisation that is sustainable.

This strategic plan (2019-2024) outlines how the Commission for Gender Equality is a catalyst for the attainment of gender equality. It demonstrates alignment of its priorities and programmes to be achieved over time with those of section 187(2) of the Constitution of the Republic of South Africa, that grants the commission powers, as regulated by national legislation, necessary to perform its functions, including the power to monitor, investigate, research, educate, lobby, advise and report on issues concerning gender equality.

The strategy further outlines the current perspective of how best to position and promote gender equality within the SA regional and international context, whilst closely monitoring and evaluating compliance with international conventions, international covenants and international charters, policies and practice. Building on the solid foundation of the institution, the Commission remains a key stakeholder in the global sphere around issues of gender as espoused under target 5 of the United Nations

Sustainable Development Goals (SDG's). As a country we are a signatory to several international conventions for example CEDAW; this is a demonstration of our commitment to the promotion and protection of gender equality at home and abroad. Its operationalisation coincides with the centenary celebrations of Tata Nelson Rolihlahla Mandela, the first president of our constitutional democracy. In celebrating his legacy, chief amongst which is the constitution of the country, we commit ourselves to fulfilling our mandate in strengthening the democracy that is underpinned by the democratic values of human dignity, equality and freedom.

I wish to thank my fellow Commissioners for their sterling efforts in bringing this exercise to completion, as we plan to maximise our efficiency and effectiveness. On behalf of the Commission, I would also like to express my sincere appreciation for the insightful and hard work of Management and staff.



MS TAMARA MATHEBULA

THE CHAIRPERSON

30/03/2022

ACCOUNTING OFFICER STATEMENT: 2022/2023

The Commission for Gender Equality (CGE) is once again presenting its 5-year Strategic Plan to the South African public, our elected public representatives in parliament, government and the gender sector in general. As an Accounting Officer, I am grateful to be leading this strategic plan, with the support of our Chairperson, Tamara Mathebula, all the Commissioners, the Management and the staff, without whom the task of implementing the Plan and achieving its strategic goals would be daunting.

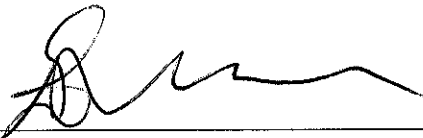
The overall strategic thrust of this plan is to place the CGE at the Centre of South Africa's efforts to combat gender-based violence and deliver the goal of an equal society, free of gender oppression. As this Plan will show, specific strategic outcomes have been carefully identified to maximise the chances of the CGE to deliver on the task of a society free from gender oppression.

It bears reiterating, which we do at all times as we engage with our key stakeholders and partners within the gender sector, that the Commission's mandate is broad and almost touches on every aspect of life in South Africa. Many South Africans of all races, genders and sexual orientations, religions and faiths, cultures and traditions, social and economic backgrounds and political affiliations do experience, at one time or another, gender discrimination or prejudice.

Our rights are routinely violated as men and women, lesbians, gays, bisexual, transsexual, inter-sex, a-sexual or other beings. This happens in a variety of places and spaces – in private intimate spaces of monogamous and polygamous relationships; in our family homes, communities, workplaces, schools, spaces for social engagements, recreation and entertainment; points of public and private sector service delivery; the social media and in our places of worship.

Given the list of areas above where the promoting of gender equality and transformation has to happen, it is clear therefore that this task cuts across many areas of life and work, thus making the setting of priorities a burdensome responsibility. Nevertheless, setting priorities is essential and unavoidable for any public institution operating under current conditions of economic challenge and budgetary constraints. In selecting priorities, the Commission seeks to focus on issues that will maximise its strategic impact to achieve lasting change. Furthermore, we decided to identify the priorities that can best be addressed through the use of the Commission's unique accountability powers to enhance our institutional strength and capacity to tackle the serious barriers to gender equality and discrimination.

Much of the Commission's work is about tackling entrenched patriarchy and gender inequalities and/ or long entrenched social practices and attitudes that have historically underpinned and sustained gender inequality. Addressing and overcoming these challenges will not be quick and easy. Over the past few years, we have had to face this reality in the form of mounting and sustained incidents of gender-based violence, which led to a major Presidential Summit on Gender Based violence in November 2018 as citizens in general and women in particular sought a commitment from the leadership of the country to devote the resources of the country, our collective time and energies to defeat the scourge of gender-based violence. Therefore, as society unleashes a string of short- and long-term strategic plans and programmes of actions and seeks to re-orient our resourcing and budgetary cycles to be more gender sensitive, the CGE through its 5-Year Strategic Plan intends to be at the Centre of our country's agenda for gender transformation for the next five years, with the support of all our stakeholders.



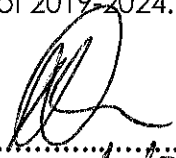
JAMELA ROBERTSON
ACCOUNTING OFFICER

Official Sign Off


It is hereby certified that this Strategic Plan:

Was developed by the Management and Commissioners of the Commission for Gender Equality under the guidance of the Chairperson, Ms Tamara Mathebula; considering all the relevant policies, legislation and other mandates for which the Commission is responsible. The Commissioners and other stakeholders played a significant role in the process by giving valuable input and review to the document. The strategic plan accurately reflects the strategic outcome-oriented goals and objectives, which the Commission for Gender Equality will endeavour to achieve over the period of 2019-2024.

Name and surname: Nelisile Mabaso
Chief Financial Officer

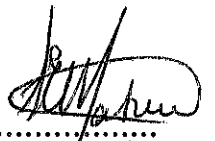
Signature.....
30/3/2022

Name and surname: Jamela Robertson
Accounting Officer

Signature.....
30/3/2022

Approved by:

Name and surname: Tamara Mathebula
Executive Authority:

Signature.....
30/3/2022

CONTENTS

Executive Authority Statement: 2022/2023.....	2
Accounting Officer Statement: 2022/2023	4
Official Sign Off	6
List of Acronyms	8
INTRODUCTION.....	9
PART A – Our mandate.....	9
1. Commission for Gender Equality Mandate	9
2. Relevant legislative mandate.....	9
3. Institutional policies and strategies.....	11
4. Relevant court rulings	11
PART B: Our Strategic Focus.....	13
1. Our Core Ideology	13
Vision.....	13
Mission.....	13
Brand Promise.....	13
Values	13
2 Situational Analysis.....	13
a. PESTEL ANALYSIS	13
b. SWOT Analysis	16
PART C: Measuring our performance.....	18
1. Institutional Performance Information.....	18
2. Impact Statements.....	18
3 Measuring our outcomes	19
3.1. Explanation of planned performance over the five-year planning period	20
3.2 . Key risks and mitigations	22
PART D: Technical Indicator descriptions	24

List of Acronyms

ACHPR	African Commission on Human and People's Rights
B-BBEE	Broad-Based Black Economic Empowerment
CEDAW	UN Convention on the Elimination of all Forms of Discrimination Against Women
CGE	Commission for Gender Equality
EEA	Employment Equity Act
GBV	Gender Based Violence
HRBA	Human Rights Based Approach
ICCPR	The International Covenant on Civil and Political Rights
ICERD	The International Convention on the Elimination of All Forms of Racial Discrimination
ICESCR	The International Covenant on Economic, Social and Cultural Rights
ILO	International Labour Organization
NDP	National Development Plan
NGP	National Growth Path
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act
SADC	Southern African Development Community
SAHRC	South African Human Rights Commission
SDGs	Sustainable Development Goals
SWOT	Strength, Weakness, Opportunities, Threats
WEGE	Women's Empowerment and Gender Equality
WEPS	Women Empowerment Principles

INTRODUCTION

PART A – Our mandate

1. Commission for Gender Equality Mandate

The Constitution expressly articulates that the Bill of Rights is the foundation of our democracy which preserves the rights of the citizens of the Republic by entrenching the democratic values of human dignity, equality and freedom and that these rights amongst others must be respected, protected and fulfilled.

Section 187(1) of the Constitution of the Republic of South Africa reads: "Commission for Gender Equality must promote respect for gender equality and the protection, development and attainment of gender equality"

The Commission is a catalyst organisation for the development and attainment of gender equality. Section 187(2) grants the Commission "the power as regulated by national legislation, necessary to perform its functions, including the power to monitor, investigate, research, educate, lobby and advise and report on issues concerning gender equality".

2. Relevant legislative mandate

The Commission for Gender Equality Act 39 of 1996, has been promulgated to give effect to S187 (3) of the constitution to guide the establishment of the commission. The Act provides for the composition, powers, functions and functioning of the Commission for Gender Equality; and to provide for matters connected therewith. Section 11 outlines the powers and functions as follows:

The Commission:

(a) shall monitor and evaluate policies and practices of

- (i) organs of state at any level.
- (ii) statutory bodies or functionaries.
- (iii) public bodies and authorities; and
- (iv) private businesses, enterprises and institutions, to promote gender equality and may make any recommendations that the Commission deems necessary.

(b) shall develop, conduct or manage

- (i) information programmes; and
- (ii) education programmes, to foster public understanding of matters pertaining to the promotion of gender equality and the role and activities of the Commission

(c) shall evaluate

- (i) any Act of Parliament;
- (ii) any system of personal and family law or custom;
- (iii) any system of indigenous law, customs or practices; or

(iv) any other law, in force at the commencement of this Act or any law proposed by Parliament or any other legislature after the commencement of this Act, affecting or likely to affect gender equality or the status of women and make recommendations to Parliament or such other legislature with regard thereto.

(d) may recommend to Parliament or any other legislature the adoption of new legislation which would promote gender equality and the status of women.

(e) shall investigate any gender-related issues of its own accord or on receipt of a complaint, and shall endeavour to

(i) resolve any dispute; or

(ii) rectify any act or omission, by mediation, conciliation or negotiation: Provided that the Commission may at any stage refer any matter to

(aa) the Human Rights Commission to deal with it in accordance with the provisions of the Constitution and the law.

(bb) the Public Protector to deal with it in accordance with the provisions of the Constitution and the law; or

(cc) any other authority, whichever is appropriate

(f) shall as far as is practicable maintain close liaison with institutions, bodies or authorities with similar objectives to the Commission, to foster common policies

and practices and to promote co-operation in relation to the handling of complaints in cases of overlapping jurisdiction or other appropriate instances;

(g) shall liaise and interact with any organisation which actively promotes gender equality and other sectors of civil society to further the object of the Commission.

(h) shall monitor the compliance with international conventions, international covenants and international charters, acceded to or ratified by the Republic, relating to the object of the Commission.

(i) shall prepare and submit reports to Parliament pertaining to any such convention, covenant or charter relating to the object of the Commission.

(j) may conduct research or cause research to be conducted to further the object of the Commission.

(k) may consider such recommendations, suggestions and requests concerning the promotion of gender equality as it may receive from any source.

Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA)

The purpose of Act 4 of 2000, PEPUDA, is to give effect to section 9 read with item 23 (1) of schedule 6 to the Constitution of the Republic of South Africa, 1996, so as:

- To prevent and prohibit unfair discrimination and harassment.
- To promote equality and eliminate unfair discrimination.
- To prevent and prohibit hate speech, and
- To provide for matters related therewith.

3. Institutional policies and strategies

In implementing its mandate, the Commission takes into consideration the following policy mandates,

- National Development Plan (NDP) - Vision 2030
- New Growth Path 2011
- South Africa's National Policy Framework for Women's Empowerment and Gender Equality (2000)
- Medium Term Strategic Framework

4. Relevant court rulings

The following court rulings might have a direct effect on the Commission for Gender Equality.

Independent Electoral Commission v Langeberg Municipality (CCT 48/00) [2001] ZACC 23; 2001 (3) SA 925 (CC); 2001 (9) BCLR

(CC) (7 June 2001)

Independence of Chapter 9 Institutions

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

~~The ruling impact on the rationale for the current operating structure of the commission, where it has been absorbed into a national department, constrained in the way financial resources are allocated and disbursed. Understanding can be inferred from this ruling that as a Chapter 9 institution, CGE is tasked with strengthening democracy in the Republic of South Africa as per the constitution. Its independence further entrenched under section 181 (and executing its constitutional mandate independently, without fear or favour, the commission is not subject to executive control and should be seen as being outside and not part of government.~~

“Quote Langa DP”

New National Party v Government of the Republic of South Africa and Others (CCT9/99) [1999] ZACC 5; 1999 (3) SA 191; 1999 (5) BCLR 489 (13 April 1999)

Ch. 9 institutions financial independence

The court ruled that the Electoral Commission as an independent Chapter 9 institution, must be able to access the required funding to discharge its duties as per the constitution. The ruling empowers the commission to invoke its Chapter 9 status in motivating for additional critical financial resources from the Treasury.

Economic Freedom Fighters v Speaker of Parliament and Others;

Democratic Alliance v Speaker of Parliament and Others (CCT 143/15; CCT 171/15)

[2016] (5) BCLR 618 (CC); 2016 (3) SA 580 (CC) (31 March 2016)

Nkandla ruling

The remedial actions recommended by the Public Protector as a Chapter 9 institution are binding through authority derived in its status. The commission has been tasked with investigating complaints as part of its functions outlined in the Act and come up with resolutions to disputes or refer them to other relevant institutions for further action. The impact of the court ruling on the commission is that it lifts the weight of the dispute resolutions to mere recommendations to binding action.

PART B: Our Strategic Focus

1. Our Core Ideology

Vision

A society free from all forms of gender inequality.

Mission

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

Brand Promise

Safeguarding gender equality.

Values

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

- **Independence** – we impartially perform our duties without fear, favour or prejudice, mindful of the independence of our Office.
- **Confidentiality** – we always ensure and maintain confidentiality
- **Ethical behaviour** – we maintain high standards of trustworthiness and honesty, respect, empathy and integrity
- **Non-discrimination:** we are consistently objective and fair.
- **Accountability** – we always give an account of our actions and decisions.

2. Situational Analysis

External environmental analysis

A. PESTEL ANALYSIS

Political	Elections	Gender is not considered in party manifestos and the nomination of candidates. The Commission engages with political parties on the manifestos and nominations of candidates to ensure 50/50 representation. The Commission will continue to engage with new political parties on gender equality
	Political interference	Political interference in institutions supporting democracy
	Accountability	Chapter 9 institutions strengthen constitutional democracy and monitors state (and private) institutions
	NGM	Continuously strengthening the National Gender Machinery in the country.
Economic	Unemployment and inequality	The unemployment rate of women is higher than that of men Youth unemployment increasing

		Unemployment gender inequality.
	Formal / Informal	Informal trade is dominated by women, largely unregulated and therefore does not comply with basic labour law legislation which leads to exploitation.
	Budget allocation	Budget cuts have an all-round impact on gender inequality
Social	Health	Poor access to health services relating to SRHR services (and other broader health issues) has worsened as a result of Covid19.
	Gender-based violence	Gender-based violence and femicide are pervasive in our society targeting LGBTIQ+, women, young girls and persons with disabilities, has worsened during Covid 19 lock-down. Women and young girls have experienced intimate-partner violence in their lifetime. Additionally, a very high proportion of women and young girls have suffered various forms of childhood abuse. A range of issues that need to be addressed include, structural patriarchy, gender socialisation, trafficking of persons, xenophobia and the role of the traditional and religious sector in advancing gender equality.
	Patriarchy	Patriarchal power is entrenched through the maldistribution of resources to the disadvantaged and disposition of women and other gender minorities. Further patriarchy ensures the disempowerment of women through violence and other forms of marginalisation.
	Discrimination	Gender discrimination practices with reference to sexual harassment, equal pay for work of equal value, discrimination based on gender, sex and sexual orientation with reference to LGBTIQ+ community remains high in the country. This is also due to the patriarchal thinking in society.
Technology	ICT	The negative factors include an increase in cyber harassment, cyber bullying, revenge porn, misuse of social media, irresponsible control of entertainment content and ICT in general.
Legal	Access to justice	Lengthy and cumbersome processes result in continued secondary victimisation. Criminal matters relating to sexual violence and violence against women are not resolved speedily, with sentences too lenient.
	Legislative environment	Whilst significant progress has been made, known gaps in legislation still remain to be addressed – in particular fast tracking of substantive gender equality.

Environmental	Judiciary	<p>The judiciary remains independent and continues to give judgments which are progressive e.g., the doctrine of common purpose in cases of rape.</p> <p>The judiciary is not sufficiently gender transformed in structure and practices.</p>
	Climate Change	<p>Climate change has a severe effect on vulnerable groups and sustainable development. This leads to inequality the hampering of realisation of hu rights.</p>

Patriarchy has been associated with the state, family and household and as such inequalities between women and men (Erturk, 2004)¹. This implies that it has been rooted in the both the private as well as the public life of an individual in society. The Cultural beliefs, traditions and religious beliefs further perpetuate the inequalities created by the patriarchal power that is entrenched within the society. It is therefore of cardinal necessity that structural factors which include discrimination of women which must be addressed in order to favourably affect the positive outcomes to women's enjoyment of rights and access to opportunity.

Gender-based violence, violence and femicide are pervasive in our society. Women and young girls have experienced intimate-partner violence in their lifetime. Additionally, a very high proportion of women and young girls have suffered various forms of childhood abuse. A range of issues that need to be addressed include, structural patriarchy, gender socialisation, trafficking of persons, xenophobia and the role of the traditional and religious sector in advancing gender equality.

Access to justice of gender violations remains a challenge. Many pieces of legislation cause inequality for example the Black Administration Act. It is imperative that these specific pieces of legislation be amended.

Unemployment remains a challenge in that more women is affected than men. It also places a burden on female headed households.

Access to health care with a focus on sexual and reproductive health rights for women remains an obstacle. Many women experience discrimination due to a request of

¹ 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

termination of pregnancy. It has been widely reported that birthing mothers experience discrimination and refusal of health care.

Internal environmental analysis

B. SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Constitutional Body: Government's commitment to gender equality • CGE Recognised as a specialised human rights institution UN and AU forums • Unique Mandate – specialised human rights institution focusing on gender • Pockets of excellence in skills sets • Footprint in 9 provinces • Hold public and private sector to account • Research referenced by other entities 	<ul style="list-style-type: none"> • Limited budget • Capacity Human capital/staff per province, spread too thinly, limited reach • Sub- optimal business systems and processes • Organisational Culture and staff moral • Poor role clarification- Relationship between Commissioners and Staff • Limited expertise in some required skills-sets • Less than desired impact
<ul style="list-style-type: none"> • Budget allocation from NT is guaranteed • Execution of Mandate • Stakeholder relations 	
Opportunities	Threats
<ul style="list-style-type: none"> • Radical organisation transformation and ramping-up of performance and service delivery • Leveraging on how the international community is addressing gender equality • Leveraging on Partnerships • Artificial Intelligence and related technologies • OISD, entry into parliament and FSD strengthening collective lobbying • Donor funding 	<ul style="list-style-type: none"> • Amalgamation and Impact on Society • Diminishing Funding • Continued loss of skill and organisation memory • Legislation not appropriately updated • Longer term impact of Covid 19 changes to the world of work and family life

The governance structure, system and procedures are in place with highly skilled individuals with expertise required to carry out the vision and the mission of the institution. The institutional memory and continuity of the programmes are enhanced by having stability in members of the Commission and staff. The ability to forge and sustain strategic partnerships have proven to significantly raise the profile of the Commission's mandate to promote, protect and advance gender equality.

The Commission has made significant strides in promoting and protecting gender equality through holding private and public sector to account on issues of gender equality.

The Commission, being a specialised human rights institution, has a footprint in all 9 provinces.

Although the Commission has budget constraints, it continues to execute its mandate in promoting and protecting gender equality.



PART C: Measuring our performance.

1. Institutional Performance Information

To review the remaining years of this five-year strategic plan, the following methodologies were used:

- Internal SWOT analysis
- PESTEL analysis
- Theory of Change
- Extensive Consultation

2. Impact Statements

The Constitution expressly articulates that the Bill of Rights is the foundation of our democracy which preserves the rights of the citizens of the Republic by entrenching the democratic values of human dignity, equality and freedom and that these rights amongst others must be respected, protected and fulfilled. Section 187(1) of the Constitution of the Republic of South Africa reads: "Commission for Gender Equality must promote respect for gender equality and the protection, development and attainment of gender equality". The Commission is a catalyst organisation for the development and attainment of gender equality. Section 187(2) grants the Commission "the power as regulated by national legislation, necessary to perform its functions, including the power to monitor, investigate, research, educate, lobby and advise and report on issues concerning gender equality". And thus, the CGE is uniquely Mandated as a specialised human rights institution focusing on gender equality.

Impact statement: Propagates the strengthening of the institutional structures designed to support government broadly in order to give effect to the values, realisation of rights, freedoms and privileges under the Constitution of the Republic.

3. Measuring our outcomes

MTSF Priority 6: Social Cohesion and Safer Communities

Outcomes	Outcome indicator	Baseline	5-year Target
An enabling legislative environment for gender equality	<ul style="list-style-type: none"> Quantitative and qualitative assessments of the extent to which the legislative environment enables gender equality Number of successful reported cases and investigative hearing 	Submissions on new and proposed legislation	An evaluation of the extent to which the legislative environment has enabled gender equality
Gender equality promoted through information & education to foster public understanding	Number of people reached through education and information programmes	A report on education and information programmes	145,636,200 people reached over 5-year period.
Monitoring and Research investigations on issues that undermine the attainment of gender equality	% Annual research agenda achieved + recommendations on issues that undermine the attainment of gender equality	African Gender and Development Index (AGDI) Report	100% of Research agenda achieved, issues identified, recommendations made
A renewed, efficient and effective organisation that is sustainable.	<ul style="list-style-type: none"> Percentage Audit findings against organisation efficiency and effectiveness (in a renewed organisation) 100% compliance with key legislative requirements 	New indicator and therefore no baseline	100% Audit compliance against organisational efficiency and effectiveness

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3.1. Explanation of planned performance over the five-year planning period

Outcome 1: An enabling legislative environment for gender equality

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. The commission plans to make legislative submissions to Parliament over the medium term, as well as report on an annual basis about submissions made and the outcomes of engagements with key stakeholders and parliament on new and proposed legislation. As its long-term objectives, the strategic plan seeks to address some of the above issues by making the commitment on advancing an enabling legislative environment by committing **a total amount of R12,7 million for the 2022/2023 financial year.**

The provisions of the Commission for Gender Equality Act (1996) empower the commission to address gender related disputes through mediation, conciliation or negotiation. This is in line with the commission's adopted mechanisms to resolve disputes or find suitable courses of redress for gender-related complaints, regularly received from citizens and broader society. Accordingly, the commission aims to sustain an 80% rate of resolutions of complaints it receives from the public. Furthermore, in part as is mandated by PEPUDA, the Commission plans to conduct two investigations into systemic violations of gender rights per annum, over the medium term. This shall be reinforced by a review, monitoring and evaluation on the implementation of recommendations which arose from previous investigations of Private and Public sector institutions over the years.

Outcome 2: Gender equality promoted through information and education to foster public understanding

To promote respect for and protection, development and attainment of gender equality, the Commission is empowered by the CGE Act to collaborate with like-minded institutions to render programmes to raise awareness and positive involvement to foster transformation that is able to change the material conditions of women as well as the respect for gender rights.

Reports on education programme on gender equality: This emanates from provision of education, awareness, outreach and advocacy interventions and legal clinics for different stakeholders. The commission aims to publish 6 reports on the outcomes of the legal clinics and other outreach programmes. Reports on information programme on gender equality using media platforms: 24 media reports are expected to be published in the medium term (8 reports per annum). **An allocation of R 36.8 million has therefore been allocated to this outcome for the 2022/2023 financial year.**

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

In terms of the National development plan (NDP), the Commission for Gender Equality and the Department for Women, Youth and Persons with Disabilities should audit and deal with gaps in legislation and develop joint targets, indicators and timelines for monitoring and evaluating progress towards gender equality. The NDP further states that young people deserve better educational and economic opportunities, and focused efforts are required to eliminate gender inequality. The national development plan also recognizes that women make up a large percentage of the poor, particularly in rural areas. The plan takes gender along with race and geographic location into account; proposing a range of measures to advance the rights of women to substantive equality and the realisation of equity in their lives. Despite hardships from patriarchy, gender-based violence (GBV), especially Violence against Women (VAW), the country has recommitted itself recently to combat the scourge by taking measures that rapidly responds to the escalation of GBV. **R8, 4 million has therefore been committed to this outcome**

Outcome 4: A renewed, efficient and effective organisation that is sustainable

The strength and competence of the Commission to deliver on its mandate depend on its internal skills and competencies, effective systems and capabilities, which enables for an efficient and effective performance of its functions in a sustainable manner. To this end, the Commission seeks to develop systems and process to build and leverage its performance towards a sustainable organisation that promotes good corporate governance. This requires a comprehensive organisation renewal process. The



Commission, therefore, has embarked on the process to review its business operations, to improve on its efficiencies and effectiveness, therefore, it deems it necessary to invest more in resources and programmes geared towards achieving a renewed, efficient, and effective organization that is sustainable and promote good corporate governance, which includes attracting highly skilled individuals in senior roles to enhance the Commission's ability to execute its mandate more effectively. A budget allocation of **R42,7million is therefore made for the financial year 2022/2023.**

3.2. Key risks and mitigations

Outcomes	Key risks	Risk Mitigation
<p>An enabling legislative environment for gender equality</p>	<p>Lack of political will and commitment by leadership.</p>	<p>Lobby relevant structures and interest groups and engage on principles of equality.</p>
	<p>Lack of cooperation from public and private sector on gender transformation investigations.</p>	<p>Application of the relevant sections of the CGE Act.</p>
	<p>Lack of cooperation and compliance by government on international and regional treaties and instruments.</p>	<p>Application of the relevant sections of the CGE Act.</p>
	<p>Giving necessary legal advice puts CGE at reputational risk as acting outside what current legislation permits</p>	<p>Lobby amendment to existing legislation for CGE to provide legal advice</p>
	<p>Erroneous court findings which could nullify the desired impact of enabling legislation.</p>	<p>Initiate legal review procedures to redress</p>

<p>Gender equality promoted through information and education to foster public understanding</p>	<p>Reputational damage and discrediting as a result of lack of messaging relating to CGE mandate, positions and its programmes.</p> <p>Risk to safety of CGE staff due to intolerant and unreceptive communities.</p> <p>Lack of cooperation from public and private entities, Dependency on other partners for generating complaints.</p> <p>Move to Org effectiveness: Reputational risk due to non-adherence to CGE Code of Conduct.</p> <p>Constrained ability to produce credible findings as a result of unreliable, invalid and incomplete data.</p> <p>The relevance, trust in and reliability of CGE in the eyes of the public negatively impacted due to insufficient monitoring of both private and public institutions</p>	<p>Proper induction and training on the CGE's mandate and programmes</p> <p>Adherence to code of Good Conduct</p> <p>Adherence to Communications policies and protocols Defining CGE standard concepts and promoting adherence to standard messages.</p> <p>Targeted education programmes on CGE mandate and programmes.</p> <p>Policies on risk and personal safety for CGE staff.</p> <p>Apply the relevant CGE Act Sections.</p>
<p>Monitoring and Research investigations on issues that undermine the attainment gender equality</p>	<p>Popularising CGE values and CGE Code of Good Conduct.</p> <p>Application of the relevant sections of the CGE Act and referral to other relevant entities (e.g., submission of reports on non-compliance/non-cooperation to Parliament)</p> <p>Research agenda.</p> <p>Application of the relevant sections of the CGE Act and referral to other relevant entities (e.g., submission of reports on non-compliance/non-cooperation to Parliament)</p> <p>Monitoring framework and plan</p>	<p>Populising CGE values and CGE Code of Good Conduct.</p> <p>Application of the relevant sections of the CGE Act and referral to other relevant entities (e.g., submission of reports on non-compliance/non-cooperation to Parliament)</p> <p>Research agenda.</p> <p>Application of the relevant sections of the CGE Act and referral to other relevant entities (e.g., submission of reports on non-compliance/non-cooperation to Parliament)</p> <p>Monitoring framework and plan</p>

Strategic Partnerships which leverage Strategic Goals and achieve a broadened reach	Conflicts of interests Clouding of Autonomy and authority to act	Strategic Partnership Strategy and policy Strategic Partnership Strategy, with the criteria and objectives for partnerships.
A renewed, efficient and effective organisation that is sustainable	Limited understanding of roles and responsibility between Commissioners and staff. Potential capacity and competence challenges for staff to deliver on new focus areas.	Define roles and responsibilities through the business model and change management processes. Skills development through the business model and change management processes. Motivation for human capital upgrade. Right people in right jobs.
	Resistance to organisation change and renewal process	Consultation and inclusion
	Inability to measure the impact of the CGE interventions	Implementation of an M&E framework and Knowledge Management processes.
	Inadequate ICT infrastructure and data security	Deliberate investment in ICT infrastructure

PART D: Technical Indicator descriptions

Indicator title		Quantitative and qualitative assessments of the extent to which the legislative environment enables gender equality
Definition		To assess the extent to which the Commission contributes to the proposed and existing legislation that promotes and protects gender equality.
Source of data		Submissions by CGE to parliament; submissions to CGE by public and private sector; Reports from hearings; investigative reports
Method of calculation or assessment		Quantitative and qualitative
Assumptions		Submission of recommendations will be included in final legislation.
Disaggregation of beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	N/A	

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Desired performance	Submission of recommendations will be included in final legislation.
Indicator responsibility	PLU & HOD Legal
Indicator title	Number of people reached through education and information programmes
Definition	To measure the number of people reached through education and information programmes Undertaken by the CGE
Source of data	Public education and information reports.
Method of calculation or assessment	Quantitative
Assumptions	Education and information programmes will reach the targeted number of people with a view to understanding gender equality and the activities of the commission.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Improved understanding of gender equality and the Commission
Indicator responsibility	HOD Public Education and Information
Indicator title	% Annual research agenda achieved + recommendations on issues that undermine the attainment of gender equality
Definition	The extent to which the research agenda has been achieved as well as recommendations of research efforts. Research agenda outlines the research interests of the CGE and research implementation
Source of data	Research reports
Method of calculation or assessment	Quantitative & qualitative
Assumptions	That research recommendations are valid and reliable and that they address the issues they are intended to address
Disaggregation of beneficiaries (where applicable)	N/A

Spatial Transformation (where applicable)	N/A	
Desired performance	Produce credible research outcomes that promotes and protects gender equality.	
Indicator responsibility	HOD Research	
Indicator title	Percentage Audit findings against organisation efficiency and effectiveness (in a renewed organisation) 100% compliance with key legislative requirements	
Definition	The extent to which Audit Findings have been addressed.	
Source of data	Findings register and audit action plans	
Method of calculation or assessment	Quantitative & Qualitative	
Assumptions	That all organisation improvement interventions will be successfully implemented	
Disaggregation of beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	N/A	
Desired performance	Efficient and effective organisation consistently delivering on its mandate and vision	
Indicator responsibility	CEO	