



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

ANNUAL PERFORMANCE PLAN (APP)

2023/2024

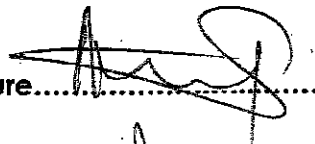
09 January 2023

COMMISSION FOR GENDER EQUALITY (CGE) ANNUAL PERFORMANCE PLAN 2023/2024

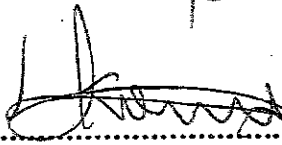
The CGE hereby submits its Annual Performance Plan for the period of 1 April 2023 to 31 March 2024. It is certified that this annual Performance Plan:

1. Was developed by Management and Commissioners of the CGE under the guidance of the Acting Chairperson, Commissioner Ms Nomasonto Mazibuko.
2. Considers all relevant policies, legislation and other mandates for which the CGE is responsible.
3. Accurately reflects the outcomes and outputs which the CGE will endeavour to achieve over the period 2023/2024

Name and surname: Dr Antoinette Ngwenya
Chief Financial Officer

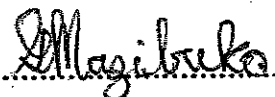
Signature..... 

Name and surname: Ms Phelisa Nkomo
Accounting Officer

Signature: 

Approved by:

Name and surname: Ms Nomasonto Mazibuko
Acting Accounting Authority:

Signature..... 

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1. WHO WE ARE: MANDATE, POWERS & FUNCTIONS

The Commission for Gender Equality (CGE) is one of the institutions established in terms of Chapter 9 of the Constitution of the Republic of South Africa (1996). In terms of section 187 of the Constitution, the mandate of the CGE is to contribute to strengthening and deepening constitutional democracy in South Africa through the promotion, protection, development and attainment of gender equality.

The powers and functions of the CGE are further outlined in the CGE Act 39 of 1996 as amended ("CGE Act"), which include monitoring and evaluating the policies and practices of government, the private sector and other organisations to ensure that they promote and protect gender equality; public education and information; reviewing existing and upcoming legislation from a gender perspective; investigating inequality; commissioning research and making recommendations to Parliament or other authorities; investigating complaints on any gender-related issue and monitoring and reporting on South Africa's compliance with international conventions.

The CGE is therefore an independent institution that is subject to the Constitution and the laws of the Republic of South Africa, as well as public service governance guidelines and principles of administrative justice. The Commission must, therefore, operate in an impartial manner in the exercise of its powers and perform its functions without fear, favour or prejudice.

2. OUR STRATEGIC FOCUS

Vision

A society free from gender discrimination.

Mission

To catalyse gender equality towards a society free of gender inequalities in South Africa

Values

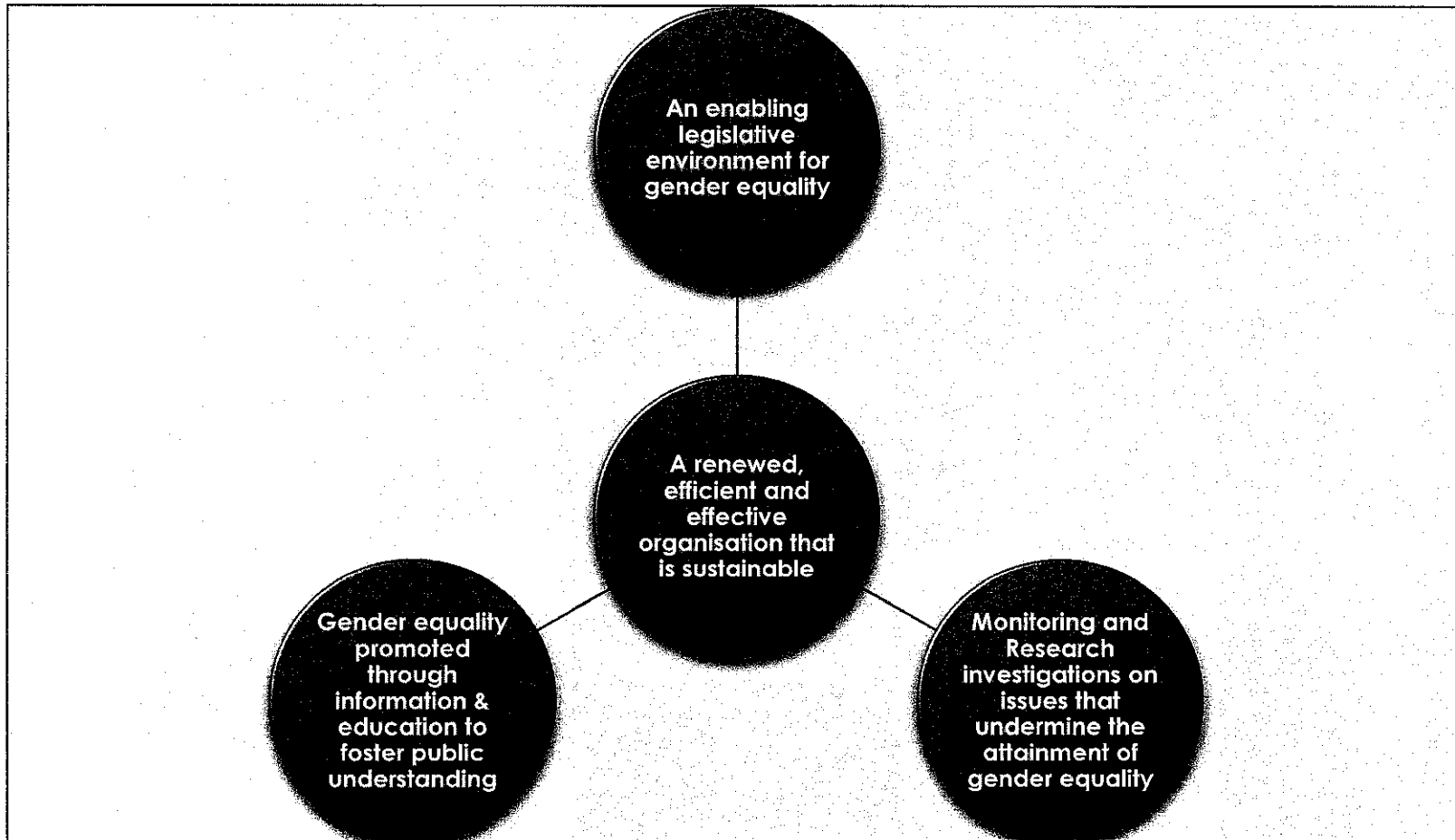
Are anchored in the supremacy of the Constitution and the rule of law, and we perform all our functions with an ethos grounded in the following values:

- **Considerate** We perform our duties impartially, without fear, favour or prejudice, mindful of the independence of our Office.
- **Ethical** We always ensure and maintain confidentiality.
- **Impartial** We maintain high standards of trustworthiness and honesty, respect, empathy and Integrity.
- **Service excellence** We are consistently objective and fair.
- **Partnering** We always give an account of our actions and decisions.

Brand Promise

Safeguarding Gender Equality

3. OUR OUTCOMES



4. THE PURPOSE OF OUR OUTCOMES

| # | OUTCOMES | PURPOSE |
|---|--|--|
| | An enabling legislative environment for gender equality. | To evaluate legislation, policies, practices and mechanisms within public and private institutions and make recommendations to advance the gender transformation agenda. |
| | Gender equality promoted through information & education to foster public understanding. | To conduct advocacy initiatives and public education interventions in the promotion of public understanding of gender equality and access to gender justice. |
| | Monitoring and Research investigations on issues that undermine the attainment of gender equality. | To identify and monitor key issues that impact on gender equality; evaluate contributions by role-players to gender equality and make recommendations to promote and attain gender equality. |
| | A renewed, efficient and effective organisation that is sustainable | To build and sustain efficient and effective organisational systems, operations and governance processes, for the optimal performance of the institution in executing its mandate. |

5. PART C: MEASURING OUR PERFORMANCE - INSTITUTIONAL PERFORMANCE INFORMATION - ANNUAL PERFORMANCE PLAN 2023/2024

| ANNUAL PERFORMANCE PLAN: 2023/2024 | | | | | | | | | |
|--|--|---|---------------------|-----------|-----------|-----------------------|-------------|-----------|-----------|
| No | Outputs | Output Indicators | Annual targets | | | | MTEF Period | | |
| | | | Audited Performance | | | Estimated Performance | | | |
| | | | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 |
| Outcome 1: Substantive gender equality | | | | | | | | | |
| 1.1 | OUTPUT 1: An enabling legislative environment for gender equality. | • Number of legislative inputs submitted per year. | 16 | 16 | 14 | 16 | 20 | 20 | 20 |
| 1.2 | | • Number of systemic investigations conducted per year. | 3 | 3 | 3 | 2 | 2 | 2 | 2 |
| 1.3 | | • Number of compliance monitoring projects undertaken (NSP, GBV, SDG or any other rights) per year. | - | - | - | New indicator | 2 | 2 | 2 |
| 1.4 | | • Percentage complaints attended to in accordance with the complaints manual versus received. | - | - | - | New indicator | 100 | 100 | 100 |
| 1.5 | | • Number of employment equity and GBV in workplace hearings conducted. | - | - | - | New indicator | 10 | 10 | 10 |
| 1.6 | | • Number of CGE Act review reports submitted. | - | - | - | New indicator | 1 | 1 | 1 |

QUARTERLY PERFORMANCE INFORMATION: 2023/2024 — Output: Gender equality protected

| No | Output Indicators | Annual Target | Q1 | Q2 | Q3 | Q4 |
|-----|--|---------------|------|------|------|------|
| 1.1 | Number of legislative inputs provided | 20 | 5 | 5 | 5 | 5 |
| 1.2 | Number of legal proposals made to parliament for new legislation | 2 | - | 1 | - | 1 |
| 1.3 | Number of systemic investigations conducted | 2 | - | - | - | 2 |
| 1.4 | Number of compliance monitoring projects undertaken | 2 | - | 1 | - | 1 |
| 1.5 | Percentage complaints attended to in accordance with the complaints manual versus received | 100% | 100% | 100% | 100% | 100% |
| 1.6 | Number of transformation hearings conducted | 10 | - | - | 10 | - |
| 1.7 | Number of CGE Act review reports submitted | 1 | - | - | - | 1 |

| ANNUAL PERFORMANCE PLAN: 2023/2024 | | | | | | | | | |
|--|--|--|---------------------|-----------|-----------|-----------------------|-------------|-----------|-----------|
| No | Outputs | Output Indicators | Annual targets | | | | MTEF Period | | |
| | | | Audited Performance | | | Estimated Performance | | | |
| | | | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 |
| Outcome 1: Substantive gender equality | | | | | | | | | |
| 2.1 | OUTPUT 2: Gender equality promoted through information & education to foster public understanding | • Number of gender mainstreaming sessions conducted (Public and Private sector) per year. | 27 | 46 | 36 | 18 | 18 | 18 | 18 |
| 2.2 | | • Number of public education outreach sessions conducted for communities per year. | 72 | 72 | 108 | 108 | 108 | 108 | 108 |
| 2.3 | | • Number of community radio education outreach sessions conducted per year. | 72 | 72 | 72 | 72 | 72 | 72 | 72 |
| 2.4 | | • Number of gender and development (GAD) workshops conducted on CBOs, Media, NGO's and leaders per year. | 36 | 36 | 36 | 36 | 36 | 36 | 36 |
| 2.5 | | • Number of communication initiatives conducted for publics. | - | - | - | 24 | 24 | 24 | 24 |
| 2.6 | | • Number of stakeholder engagements with like-minded institutions. | - | - | - | New indicator | 36 | 36 | 36 |

QUARTERLY PERFORMANCE INFORMATION: 2023/2024 — Output 2: Gender equality promoted

| No | Output Indicators | Annual Target | Q1 | Q2 | Q3 | Q4 |
|-----|---|---------------|----|----|----|----|
| 2.1 | Number of gender mainstreaming sessions conducted | 18 | 4 | 5 | 5 | 4 |
| 2.2 | Number of public education outreach sessions conducted | 108 | 27 | 27 | 27 | 27 |
| 2.3 | Number of community radio education outreach sessions conducted | 72 | 18 | 18 | 18 | 18 |
| 2.4 | Number of gender and development (GAD) workshops conducted | 36 | 9 | 9 | 9 | 9 |
| 2.5 | Number of communication initiatives conducted | 24 | 6 | 6 | 6 | 6 |
| 2.6 | Number of stakeholder engagements with like-minded institutions | 36 | 9 | 9 | 9 | 9 |

| ANNUAL PERFORMANCE PLAN: 2023/2024 | | | | | | | | | |
|--|---|---|---------------------|-----------|-----------|-----------------------|-------------|-----------|-----------|
| No | Outputs | Output Indicators | Annual targets | | | | MTEF Period | | |
| | | | Audited Performance | | | Estimated Performance | | | |
| | | | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 |
| Outcome 1: Substantive gender equality | | | | | | | | | |
| 3.1 | OUTPUT 3: Monitoring and Research investigations on issues that undermine the attainment of gender equality. | • Number of planned research projects conducted | - | - | - | 8 | 6 | 6 | 6 |
| 3.2 | | • Number of gender equality research reports published per year. | - | - | - | New indicator | 6 | 6 | 6 |
| 3.3 | | • Number of research reports disseminated through other initiatives (policy brief, media, dialogue, etc.) | - | - | - | New indicator | 6 | 6 | 6 |

| No | Output Indicators | Annual Target | Q1 | Q2 | Q3 | Q4 |
|-----|---|---------------|----|----|----|----|
| 3.1 | Number of planned research projects conducted | 6 | - | - | - | 6 |
| 3.2 | Number of gender equality research reports published | 6 | - | - | - | 6 |
| 3.3 | Number of research reports disseminated through other initiatives (policy brief, media, dialogue, etc.) | 6 | 2 | 2 | 2 | - |

| ANNUAL PERFORMANCE PLAN: 2023/2024 | | | | | | | | | |
|--|--|---|---------------------|-----------|-----------|-----------------------|-------------|-------------|-------------|
| No | Outputs | Output Indicators | Annual targets | | | | MTEF Period | | |
| | | | Audited Performance | | | Estimated Performance | | | |
| | | | 2019/2020 | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 |
| Outcome 2: Organisational sustainability | | | | | | | | | |
| 4.1 | OUTPUT 4: A renewed, efficient and effective organisation that is sustainable | • Audit outcome achieved | - | - | - | New indicator | Unqualified | Unqualified | Unqualified |
| 4.2 | | • Percentage of repetitive audit findings | - | - | - | New indicator | 10% | 7% | 5% |
| 4.3 | | • Percentage compliance to standard operating procedures | - | - | - | New indicator | 100% | 100% | 100% |
| 4.4 | | • Number of stakeholder relations management plan report | - | - | - | New indicator | 4 | 4 | 4 |
| 4.5 | • HR management | • Percentage of approved positions filled | - | - | - | New indicator | 80 | 80 | 80 |
| 4.6 | | • Percentage of WSP implemented | - | - | - | New indicator | 80 | 80 | 80 |
| 4.7 | • Financial management | • Percentage variance on budget spent | - | - | - | New indicator | 10 | 10 | 10 |
| 4.8 | | • Percentage progress on implementation of procurement plan | - | - | - | New indicator | 80 | 80 | 80 |
| 4.9 | • Technology management | • Number of operations digitalised | - | - | - | New indicator | 2 | 2 | 2 |
| 4.10 | | • Percentage network uptime | - | - | - | New indicator | 98 | 98 | 98 |
| 4.11 | • Information / knowledge management | • Number of document management improvement plan reports | - | - | - | New indicator | 4 | 4 | 4 |

QUARTERLY PERFORMANCE INFORMATION: 2023/2024 — Output 4: Internal organisational excellence achieved

| No | Output Indicators | Annual Target | Q1 | Q2 | Q3 | Q4 |
|------|---|---------------|------|-------------|------|------|
| 4.1 | Audit outcome achieved | Unqualified | - | Unqualified | - | - |
| 4.2 | Percentage of repetitive audit findings | 10% | 10% | 10% | 10% | 10% |
| 4.3 | Percentage compliance to standard operating procedures | 100% | 100% | 100% | 100% | 100% |
| 4.4 | Number of stakeholder relations management plan report | 4 | 1 | 1 | 1 | 1 |
| 4.5 | Percentage of approved positions filled | 80 | - | - | - | 80 |
| 4.6 | Percentage of WSP implemented | 80% | - | - | - | 80% |
| 4.7 | Percentage variance on budget spent | 10% | 10% | 10% | 10% | 10% |
| 4.8 | Percentage progress on implementation of procurement plan | 80% | 10% | 30% | 30% | 10% |
| 4.9 | Number of operations digitalised | 2 | - | - | - | 2 |
| 4.10 | Percentage network uptime | 98% | 98% | 98% | 98% | 98% |
| 4.11 | Number of document management improvement plan reports | 4 | 1 | 1 | 1 | 1 |

6. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM 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.

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).

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 (DWYPD) 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.

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 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 of its business operations, to improve on its efficiencies and effectiveness.

7.PROGRAMME RESOURCE CONSIDERATIONS

| Outcome | Audited Outcome: 2019/20 | Audited Outcome: 2020/21 | Audited Outcome: 2021/22 | Budget: 2022/23 | Forecast: 2023/24 | Forecast: 2024/25 | Forecast: 2025/26 | |
|---|--------------------------|--------------------------|--------------------------|---------------------|--------------------|--------------------|---------------------|------|
| 1) An enabling legislative environment for gender equality | R11,705,000 | R12,294,000 | R11,526,564 | R12,705,509 | R11,875,227 | 12,408,565 | R13,028,993 | 0.13 |
| 2) Gender equality promoted and protected through information, education, investigations and litigations. | R19,151,000 | R20,115,000 | R33,388,471 | R36,803,467 | R34,398,427 | R35,943,324 | R37,740,490 | 0.37 |
| 3) Monitoring and Research investigations on issues that undermine the attainment of gender equality. | R7,715,000 | R8,103,000 | R7,674,624 | R8,459,590 | R7,906,771 | R8,261,878 | R 8,674,872 | 0.08 |
| 4) A renewed, efficient and effective organisation that is sustainable. | R38,055,000 | R38,103,000 | R38,786,341 | R42,753,434 | R39,959,575 | R41,754,233 | R43,841,944 | 0.42 |
| Total annual programmes spending/ allocation | R76,626,000 | R78,615,000 | R91,376,000 | R100,722,000 | R94,140,000 | R98,368,000 | R103,286,400 | |
| | | | | | | | | |
| Compensation of Employees | R62,752,000 | R59,152,310 | R63,474,100 | R70,982,748 | R73,112,230 | R75,305,597 | R79,070,877 | |
| Goods and services | R13,874,000 | R19,462,690 | R27,901,900 | R29,739,252 | R21,027,770 | R23,062,403 | R24,215,523 | |
| Total allocation | R76,626,000 | R78,615,000 | R91,376,000 | R100,722,000 | R94,140,000 | R98,368,000 | R103,286,400 | |

The programmes are mainly funded by National Treasury, through allocations which are made under a Budget Vote for the National Department for Women, Youth and Persons with Disabilities. The budget allocation for the current planning cycle will decrease from R 100,7million to R 94,1million. This will result in decreased spending in the 2023/24 financial year on all activities, except compensation of

employees. The filling of vacancies started during 2022/23 financial year, and we plan to fill 90% of the vacancies by the end of the 2022/23 financial year.

The Commission plans to spend R 73,1 million on salaries and 21,0 million on goods and services. It must be noted that the salaries constitute a larger proportion (77.7%) of the allocated budget which is above the norm. Reason being the reduction of the baseline from R100m in 2022/23 financial year to R94 million for 2023/24 financial year and it can be substantiated by the fact that the delivery of the core services to the public is directly provided by the employees and Commissioners of the Commission.

It can therefore be established that the strength and ability of the Commission to deliver on its mandate depend on its internal skills and competencies which enables for an efficient and effective execution of its functions in a sustainable manner. The Commission therefore deems it necessary to maintain a highest budget allocation of 42% (R 39,9m) for resources and programmes geared towards achieving a renewed, efficient, and effective organization that is sustainable and promoting good corporate governance. This includes attracting highly skilled individuals in senior roles to increase the capabilities of the Commission.

The Commission plans to spend R 11,9 million of the budget, on programmes that will achieve an outcome of protecting gender equality. On the programmes that will achieve an outcome on the advancing and promotion of gender equality, the Commission plans to spend R 34,4 million (37% of the budget).

8. KEY RISKS AND MITIGATIONS

| Outcomes | Key risks | Risk Mitigation |
|--|--|--|
| An enabling legislative environment for gender equality | Lack of political will and commitment by leadership. | Lobby relevant structures and interest groups and engage on principles of equality. |
| | Lack of cooperation from public and private sector on gender transformation investigations. | Application of the relevant sections of the CGE Act. |
| | Lack of cooperation and compliance by government on international and regional treaties and instruments. | Application of the relevant sections of the CGE Act. |
| | Giving necessary legal advice puts CGE at reputational risk as acting outside what current legislation permits | Lobby amendment to existing legislation for CGE to provide legal advice |
| | Erroneous court findings which could nullify the desired impact of enabling legislation. | Initiate legal review procedures to redress |
| Gender equality promoted through information and education to foster public understanding | Reputational damage and discrediting as a result of lack of messaging relating to CGE mandate, positions and its programmes. | Proper induction and training on the CGE's mandate and programmes Adherence to code of Good Conduct Adherence to Communications policies and protocols Defining CGE standard concepts and promoting adherence to standard messages. |
| | Risk to safety of CGE staff due to Intolerant and unreceptive communities. | Targeted education programmes on CGE mandate and programmes. Policies on risk and personal safety for CGE staff. |
| | Lack of cooperation from public and private entities, Dependency on other partners for generating complaints. | Apply the relevant CGE Act Sections. |
| | Move to Org effectiveness: Reputational risk due to non-adherence to CGE Code of Conduct. | Popularising CGE values and CGE Code of Good Conduct. |

| | | |
|---|---|--|
| Monitoring and Research investigations on issues that undermine the attainment gender equality | Constrained ability to produce credible findings as a result of unreliable, invalid and incomplete data. | 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) Research agenda. |
| | 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 | 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) Monitoring framework and plan |
| Strategic Partnerships which leverage Strategic Goals and achieve a broadened reach | Conflicts of interests | Strategic Partnership Strategy and policy |
| | Clouding of Autonomy and authority to act | 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. | Define roles and responsibilities through the business model and change management processes. |
| | Potential capacity and competence challenges for staff to deliver on new focus areas. | 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 |

9. PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

OUTCOME 1: AN ENABLING LEGISLATIVE ENVIRONMENT FOR GENDER EQUALITY

| Indicator title | Number of legislative submissions |
|--|--|
| Definition | To measure extent to which the CGE contributes to gender-responsive legislation, through the submissions of comments on proposed and existing legislation. |
| Source of data | New Bills and existing legislation released for public comment. CGE submissions to the relevant authorities releasing the Bills or existing laws for amendments. |
| Method of calculation or assessment | Quantitative and qualitative |
| Assumptions | Submission of recommendations will be included in final legislation. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> 20 submissions made to relevant authorities. Submission of recommendations will be included in final legislation. |
| Indicator responsibility | PLU and HOD Legal |
| Indicator title | Number of systemic investigations |
| Definition | To assess gender transformation in strategic and operational systems of public and private institutions in South Africa. |
| Source of data | Investigative reports. |
| Method of calculation or assessment | Quantitative and qualitative |
| Assumptions | Accessible information during investigations. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> Accessible information during investigations. 2 systemic investigations |
| Indicator responsibility | HOD Legal |
| Indicator title | Percentage of complaints attended to in accordance with the complaints handling manual |
| Definition | To attend to complaints in accordance with the complaints handling manual |

| | |
|--|--|
| Source of data | Complaint files and registers |
| Method of calculation or assessment | Quantitative and qualitative |
| Assumptions | Accessible information during consultations and investigations |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> Resolved complaints 100% compliance with the Manual |
| Indicator responsibility | HOD Legal |

| 4. Indicator title | Number of SAPS & TCCs monitored |
|--|--|
| Definition | To monitor service delivery for victims of gender-based violence in police stations and Thuthuzela Care Centres in South Africa. |
| Source of data | Commissioners' SAPS & TCCs monitoring tools and reports. |
| Method of calculation or assessment | Quantitative and qualitative |
| Assumptions | Accessible information during SAPS & TCCs monitoring visits. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> Accessible information during SAPS & TCCs monitoring visits. 144 SAPS & TCCs monitoring visits conducted. |
| Indicator responsibility | Commissioners. |

| 5. Indicator title | No. of CGE Act Amendment Bills review/ reports submitted for reviewing the Act. |
|--|--|
| Definition | To review the CGE Act 39 of 1996, to align it to the current gender equality developments in the country and appropriate responses thereto and produce a report on the review process. |
| Source of data | Report on processes to initiate amendment of the CGE Act. |
| Method of calculation or assessment | Qualitative |
| Assumptions | <ul style="list-style-type: none"> Capacity (human & Material) will be availed to embark on the review process. CGE Act Amendment Bill and a report on the review process. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |

| | |
|--|--|
| Spatial Transformation (where applicable) | |
| Desired performance | <ul style="list-style-type: none"> Capacity (human & Material) will be availed to embark on the review process. A report on the review process. |
| Indicator responsibility | Commissioners, PLU, Legal & Research |
| Indicator title | No. CG legal proposals made to parliament for new legislation |
| Definition | To initiate proposals for the establishment of two new legislation in South Africa |
| Source of data | Two CGE reports on proposal of new legislation |
| Method of calculation or assessment | Qualitative |
| Assumptions | <ul style="list-style-type: none"> Capacity (human & Material) will be availed to embark on the initiation of the Bill. CGE proposals on new legislation |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | |
| Desired performance | . Capacity (human and material) will be availed to embark on proposals for two new legislations |
| Indicator responsibility | PLU and HOD-legal |

OUTCOME 2: GENDER EQUALITY PROMOTED THROUGH INFORMATION AND EDUCATION TO FOSTER PUBLIC UNDERSTANDING

| | |
|-------------------------------------|---|
| Indicator title | Localising Sustainable Development Goals (SDGs) in municipalities and other organisations through Gender Mainstreaming (GM) Sessions |
| Definition | To measure the CGE's reach of municipalities and other organisations to conduct the localisation of SDGs through gender mainstreaming sessions. |
| Source of data | <ul style="list-style-type: none"> GM sessions registers GM sessions reports |
| Method of calculation or assessment | Qualitative and quantitative. |

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| Assumptions | <ul style="list-style-type: none"> Buy-in by municipalities and other organisations to the localisation of the SDGs through gender mainstreaming sessions. 9 municipalities or and 9 other organisations will be accessible. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> The desired buy-in will occur. 9 municipalities 9 other organisations will be reached. |
| Indicator responsibility | Public Education & Information, Provincial Offices |

| Indicator title | Public Education Outreach to promote gender equality |
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| Definition | To measure the CGE's public reach through public education outreach initiatives. |
| Source of data | Public education material and reports. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | <ul style="list-style-type: none"> Desired attendance of public education outreach initiatives. 108 Public Education Outreach sessions and a report thereof. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> Desired attendance of public education outreach initiatives. |

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| | <ul style="list-style-type: none"> 108 Public Education Outreach sessions for publics and a report thereof. |
| Indicator responsibility | Public Education & Information, Provincial Offices |
| Indicator title | Community Radio Education Outreach to create awareness on current and emerging issues |
| Definition | To measure the CGE's public reach through community radio outreach initiatives. |
| Source of data | Media Interview announcements, recordings where relevant and listenership statistics. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | <ul style="list-style-type: none"> Radio slots will be available. 72 community radio education outreach interventions and a report thereof. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> Radio slots will be available. 72 community radio education outreach interventions and a report thereof. |
| Indicator responsibility | Communications & PEI, Provincial Offices |
| Indicator title | Gender and Development to empower and capacitate GAD Practitioners with GE and justice work |
| Definition | To measure the CGE stakeholder reach through GAD workshops. |
| Source of data | GAD workshop material, attendance registers and workshop reports. |

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| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | <ul style="list-style-type: none"> Desired participants' attendance. 36 GAD empowerment workshops to reach stakeholders. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> Desired participants' attendance. 36 GAD workshops to reach stakeholders. |
| Indicator responsibility | Public Education & Information, Provincial Offices |

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| Indicator title | Stakeholder management and strategy with like-minded institutions |
| Definition | To assess the extent to which CGE leverages on strategic relations for stakeholder experience on CGE mandate. |
| Source of data | Stakeholder engagement reports. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | <ul style="list-style-type: none"> Strategic partnerships will not compromise the independence of CGE. 36 stakeholder engagements |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons to take place in national and provincial engagements to measure the brand strength where necessary. |
| Desired performance | Strategic partners engaged and a report thereof. |

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| Indicator responsibility | Commissioners & Secretariat |
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| Indicator title | Media and Communications initiatives conducted/implemented |
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| Definition | Media & communication related interventions and projects that are conceptualised/created, planned and executed to achieve particular public communication objectives. |
| Source of data | CGE Communication Strategy and Media & Communication reports from the 2022/2023 financial year. |
| Method of calculation or assessment | Qualitative. |
| Assumptions | <ul style="list-style-type: none"> Submissions for approval of initiatives that have a cost bearing will be approved by CFO and CEO. Possible, unforeseen operational developments may occur within the CGE to alter the planned targets. |
| Disaggregation of beneficiaries (where applicable) | N/A |
| Spatial Transformation (where applicable) | N/A |
| Desired performance | Successful completion of the planned number target by end of 2023/2024 financial year. |
| Indicator responsibility | Communications Unit. |

OUTCOME 3: MONITORING AND RESEARCH INVESTIGATIONS ON ISSUES THAT UNDERMINE THE ATTAINMENT GENDER EQUALITY

| Indicator title | Percentage implementation of the Research Agenda initiatives |
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| Definition | To measure the extent to which the CGE implements its Research Agenda. |
| Source of data | <ul style="list-style-type: none"> Research Agenda. Implementation reports. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | <ul style="list-style-type: none"> Research agenda schedule will be drawn and consulted on. Implementation reports will be submitted. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |

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| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> Research agenda schedule will be drawn and consulted on. Implementation reports will be submitted. 100% Annual Research Agenda initiatives implemented. |
| Indicator responsibility | Commissioners and Policy & Research Dept. |
| 8. Indicator title | Percentage research recommendations from previous financial years followed up and a report thereof. |
| Definition | To measure the extent to which the CGE hold entities accountable for the implementation of its research recommendations. |
| Source of data | Follow up reports on the implementation of its research recommendations. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | <ul style="list-style-type: none"> Recommendations will be implemented. Information required during the follow up exercises will be provided. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> Recommendations will be implemented. Information required during the follow up exercises will be provided. 100% research recommendations from previous financial years followed up and a report thereof. |
| Indicator responsibility | Commissioners and Policy & Research Dept. |
| 9. Indicator title | Number of Policy Dialogues |
| Definition | To measure the extent to which Research influences policy and legislation, through policy briefs and dialogues. |
| Source of data | <ul style="list-style-type: none"> Policy briefs. Report on policy dialogue conducted. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | <ul style="list-style-type: none"> Relevant participation in policy dialogues. Policy briefs and dialogues will influence legislation. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> Relevant participation in policy dialogues. Policy briefs and dialogues will influence legislation. |

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| | <ul style="list-style-type: none"> 2 Policy dialogue convened. |
| Indicator responsibility | Policy & Research Dept. and Legal |
| 10. Indicator title | Number of reports on the country's compliance or CGE's influence on compliance with the regional/international instruments. |
| Definition | To assess South Africa's compliance with regional/international instruments or the CGE's influence on the country's compliance with regional/international instruments (either one of these may be required). |
| Source of data | Report on South Africa's compliance with regional/international instruments or a report on the CGE's influence on the country's compliance with regional/international instruments. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | Information requests will be responded to as required (expeditiously). |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | <ul style="list-style-type: none"> Information requests will be responded to as required (expeditiously). Report on the country's compliance or CGE's influence on compliance with regional/international instruments. |
| Indicator responsibility | Commissioners, PLU & Policy and Research Dept. |

OUTCOME 4: A RENEWED, EFFICIENT AND EFFECTIVE ORGANISATION THAT IS SUSTAINABLE

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| 11. Indicator title | % Implementation of defined organisational effectiveness systems. |
| Definition | The indicator refers to the governance and operational systems required for the optimal performance of the CGE, which will be defined in quarterly activity plans. |
| Source of data | Operational plans outlining the defined organisational effectiveness systems and implementation thereof. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | Inter-Departmental collaboration in the reviewing, defining and development of organisational effectiveness systems. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | N/A |
| Desired performance | <ul style="list-style-type: none"> Inter-Departmental collaboration in the reviewing, defining and development of organisational effectiveness systems. 75 % Implementation of defined organisational effectiveness systems. |

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| | <ul style="list-style-type: none"> Assessment report on the effectiveness of the systems implemented. |
| Indicator responsibility | CEO, HoDs & Provincial Offices. |

| 12. Indicator title | Number of costed business plans submitted to Treasury for funding |
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| Definition | The indicator refers to the development of a costed business plan, which is envisaged to be submitted to Treasury for more funding in the next financial year. |
| Source of data | A costed business plan |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | Treasury will consider the costed plan and increase the CGE budget. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | N/A |
| Desired performance | A costed business plan submitted to Treasury for funding. |
| Indicator responsibility | CEO & CFO |

| 13. Indicator title | % Implementation of the business model as per defined criteria |
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| Definition | The indicator refers to level of implementation of the business model as per defined criteria. |
| Source of data | Business Model document. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | Institutional buy-in to the implementation process. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | N/A |
| Desired performance | <ul style="list-style-type: none"> Reports on the implementation of the business model. 75% Implementation of the business model as per defined criteria. |
| Indicator responsibility | CEO & CFO |

| 14. Indicator title | Number of update reports on the implementation of the Tracking Tool |
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| Definition | The indicator seeks to measure the level of monitoring the implementation of the Legal and Research recommendations by public and private entities. |
| Source of data | <ul style="list-style-type: none"> Tracking tool. |

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| | <ul style="list-style-type: none"> • Reports on the implementation of the tracking tool. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | Implementers' understanding of the tracking tool and completion of the tool accordingly. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | Quarterly reports on the implementation of the tracking tool. |
| Indicator responsibility | Legal & Research Depts. |

| 15. Indicator title | Level of expenditure on planned improvement initiatives |
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| Definition | The indicator seeks to monitor planned expenditure for institutional improvement initiatives. |
| Source of data | <ul style="list-style-type: none"> • Finance records. • Quarterly expenditure on planned improvement initiatives. |
| Method of calculation or assessment | Quantitative. |
| Assumptions | Implementation will be seamless, without operations disruptions. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | 100% expenditure on planned improvement initiatives. |
| Indicator responsibility | Commissioners & Secretariat, |

| 16. Indicator title | % Audit action plan of the previous financial year implemented |
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| Definition | The indicator refers to the level of implementation of the audit action plan from the previous year, to minimise repeat audit findings. |
| Source of data | Progress reports on the implementation of the audit action plan. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | The CGE will have sufficient capacity to address the audit action plan. |
| Disaggregation of beneficiaries (where applicable) | N/A |
| Spatial Transformation (where applicable) | N/A |
| Desired performance | <ul style="list-style-type: none"> • The CGE will have sufficient capacity to address the audit action plan. |

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| | <ul style="list-style-type: none"> 100% Audit action plan of the previous financial year implemented. |
| Indicator responsibility | CEO & CFO |
| 17. Indicator title | % Risk mitigation plan implemented |
| Definition | The indicator refers to the level of implementation of the risk register, to mitigate imminent risks. |
| Source of data | Updated risk register & RMC minutes. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | The CGE will contribute to minimising institutional risks. |
| Disaggregation of beneficiaries (where applicable) | N/A |
| Spatial Transformation (where applicable) | N/A |
| Desired performance | <ul style="list-style-type: none"> The CGE will contribute to minimising institutional risks. 100% Risk mitigation plan implemented. |
| Indicator responsibility | CEO, CFO, HoDs & Provincial Offices. |
| 18. Indicator title | % Compliance with legislative requirements identified in the compliance universe |
| Definition | The indicator refers to the level of compliance by the CGE with legislative requirements identified in the compliance universe. |
| Source of data | Updated compliance register and reports. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | The CGE will adhere to internal control systems. |
| Disaggregation of beneficiaries (where applicable) | N/A |
| Spatial Transformation (where applicable) | N/A |
| Desired performance | <ul style="list-style-type: none"> The CGE will adhere to internal control systems. 100% compliance with legislative requirements identified in the compliance universe. |
| Indicator responsibility | Commissioners, CEO, CFO, HoDs & Provincial Offices. |
| 19. Indicator title | % Vacancy rate |
| Definition | The indicator refers to the level at which the CGE will reduce its vacancy rate. |
| Source of data | Recruitment plan. |
| Method of calculation or assessment | Quantitative. |

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| Assumptions | The recruitment process will be conducted without interruptions. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Consideration of rural, urban and informal backgrounds where necessary. |
| Desired performance | • 5% Vacancy rate. |
| Indicator responsibility | CEO & Human Resources. |

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| 20. Indicator title | Number of training and development initiatives conducted. |
| Definition | The indicator measures the frequency with which the CGE conduct training and development initiatives for staff. |
| Source of data | Staff training and development reports. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | Budget availability. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Consideration of rural, urban and informal backgrounds where necessary. |
| Desired performance | 4 training and development initiatives conducted. |
| Indicator responsibility | Human Resources |

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| 21. Indicator title | % Implementation of communication strategy. |
| Definition | The indicator assesses the level of implementation of the existing Communication Strategy. |
| Source of data | Reports on the implementation of the Communications Strategy. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | CGE community will adhere to the requirements of the Communications Strategy. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Consideration of rural, urban and informal backgrounds where necessary. |
| Desired performance | 60% Implementation of the communications strategy |
| Indicator responsibility | Communications. |

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| 22. Indicator title | Number of Strategic partners engaged and report thereof. |
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| Definition | To assess the extent to which the CGE leverage on strategic stakeholders to maximise its reach of beneficiaries of its mandate. |
| Source of data | <ul style="list-style-type: none"> Stakeholder engagement reports. |
| Method of calculation or assessment | Qualitative and quantitative. |
| Assumptions | <ul style="list-style-type: none"> Strategic partnerships will not compromise the independence of the CGE. |
| Disaggregation of beneficiaries (where applicable) | Gender, race, disability, youth & other disadvantaged groups. |
| Spatial Transformation (where applicable) | Comparisons take place between rural, urban and informal dwellings where necessary. |
| Desired performance | 10 Strategic partners engaged and a report thereof. |
| Indicator responsibility | Commissioners & Secretariat. |