



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

Commission for Gender Equality 5 Year Strategy

2025 – 2029



Foreword by the Commission Chairperson

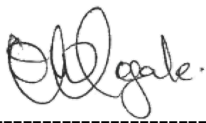
The Commission for Gender Equality's strategic framework for the next five years is derived from the pillars enshrined in section 11 of the CGE Act 39 of 1996 as amended, and section 187 of the Constitution of the Republic of South Africa. The Commission's constitutional mandate addresses the gender imbalance and other injustices inherited by the country and provides a blueprint for CGE's role in helping to build a society free from gender discrimination. In putting together this five-year strategic plan, Commissioners and management revised the CGE's past achievements and challenges based on its strategic outcomes, while also considering the current state of gender inequality across all spectrums of society.

We realise and acknowledge that women and girls continue to experience gender-based violence, unfair discrimination, and unequal access to economic opportunities. This status quo is exacerbated by the slow pace of gender transformation in all sectors of the society, as well as the prevailing harmful treatment of women and girls. In the public hearings we have conducted over the years as the Commission, it has become clear that private and public sector employers have neglected the country's commitment to gender transformation. This has been demonstrated by their unequal treatment of women, the limited pathways available to them for empowerment, and the glaring policy gaps that exist to ensure protection for women.

Over the next five years, the Commission for Gender Equality will continue to work towards ensuring an enabling legislative environment for gender equality, wherein the country's laws will be adequately written and applied to protect women and respect their rights. The Commission has also committed to monitoring compliance on issues that undermine the attainment of gender equality in South Africa. Furthermore, we will continue in our strategic objective to develop and manage information and education programmes to foster public understanding of gender equality and the role of the Commission.

These three commitments will continue to serve as our strategic pillars for the next five-year strategic period. This strategic plan considers the risk environment

in which we will operate, and the respective mitigations thereof. Our performance over the next period will be measured using tools and instruments identified in our analysis of possible threats and weaknesses. This strategic plan will be supported by institutional policies and operational strategies that will be expressed in our annual performance plans and annual performance reports. As the executive authority, Commissioners will continue to play their role in leading the Commission's implementation of its mandate. Commissioners will also ensure that all sectors are held accountable on their roles in ensuring the promotion and protection of gender equality in society.



Adv. Nthabiseng Sepanya Mogale.
Chairperson

Accounting Officer Statement

The 2025/2029 strategic plan provides a fresh opportunity for the Commission for Gender Equality to align its priorities and explore ways to strengthen our focus on critical intergovernmental issues. In the recent year the Commission has spent a significant amount of time recruiting skilled and talented individuals to occupy key areas of our strategic focus. We have also done a lot of work in rearranging our operations by developing a new business model aimed at enhancing our outputs and improving our internal systems and processes. The strategic plan will be perfectly aligned with this envisaged business model to change the course and trajectory of our programmes. We aspire to introduce interventions and programmes that will have a positive impact on society in general, and that means we should capacitate our organisation to be fit for purpose.

While developing our strategic plan, we realised the importance of infusing new innovations and new ways of doing things effectively and efficiently. The Commission's constitutional mandate served as the first foundation for our planning process, followed by the legislative mandate. Section 187 (1) of the Constitution mandates the Commission to promote respect for gender equality and ensure its protection, development and attainment. It also reminds us of our powers as regulated by national legislation, necessary to perform our functions, including the power to monitor, investigate, research, lobby, advise and report on issues concerning gender equality. We have centred the pillars of our strategic plan on this foundation to ensure effective responsiveness in the elimination of gender inequality in the South African society.

As part of our environmental assessment and risk analysis, we have embedded all possible external developments in our strategic planning process to ensure that our performance will be responsive to unforeseen events. This is critical because it is the aim and objective of the Commission to ensure that all performance targets are met and achieved within their respective years across the five-year strategic period. The first three strategic outcomes in this Annual Performance Plan (APP) provide operational pillars to the above-mentioned performance areas, with the first strategic outcome referring to the legal function, the second outcome referring to public

education and the third outcome referring to the research function. As in previous financial years, we have a fourth strategic outcome that relates to our administration support function. This APP has been designed and developed to fully respond to operational areas of critical intervention by the Commission in various spaces. The Secretariate will ensure full achievement of the APP and effective compliance with all requirements of the Public Finance Management Act to ensure a clean audit. We have put in place strong managerial oversight to allow efficient operations.




Dr Dennis Matotoka
Acting CEO

Official Sign Off


It is hereby certified that this Strategic Plan:

Was developed by the management of the Commission for Gender Equality under the guidance of Adv. Nthabiseng Sepanya Mogale; considering all the relevant policies, legislation and other mandates for which the commission responsible. The Commissioners and other stakeholder played significant role in the process by giving valuable input and review the document. Accurately reflects the strategic outcome-oriented goals and objectives which the Commission for Gender Equality will endeavour to achieve over the period 2025-2029 covered by the plan.

Name and surname: Dr. Antoinette Ngwenya
Chief Financial Officer

Signature:.....


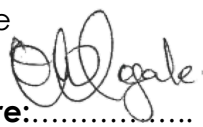
Name and Surname: Dr. Dennis Matotoka
Accounting Officer (Acting)

Signature:.....


Approved by:

Name and Surname: Adv. Nthabiseng Sepanya Mogale

Executive Authority:

Signature:.....


Commission for Gender Equality

Contents

Foreword by the Commission Chairperson	2
Accounting Officer Statement	4
Official Sign Off	6
List of Acronyms	9
INTRODUCTION	10
PART A – Our mandate	10
1. Commission for Gender Equality Mandate.....	10
2. Relevant legislative mandate.....	10
3. Institutional policies and strategies.....	12
4. Relevant court rulings	12
PART B: Our Strategic Focus	14
1. Impact	14
2. Vision.....	14
3. Mission.....	14
4. Values.....	14
5. Our outcomes.....	14
6. Situational Analysis	15
a. Pestel Analysis.....	15
b. SWOT Analysis	19
7. The New Business Model	20
a. Strategic Implications	21
PART C: Measuring our performance.	23
1. Institutional Performance Information	23
2. Impact Statement	23
Part D: Measuring our Outcomes	25
1. Outcomes, Indicators and Targets.....	25
2. Explanation of planned performance over the five-year planning period	
26	
Outcome 1	26
Outcome 2.....	26

Outcome 3.....	27
Outcome 4.....	27
3. Key risks and mitigations.....	28

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 on 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 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. Impact

A society and government that is knowledgeable, accountable and responsive about all dimensions of gender equality.

2. Vision

An independent, constitutionally mandated organisation that leads, pioneers and catalyses gender development and transformation.

3. Mission

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

4. 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 or favour, mindful of the independence of our office.
- **Professionalism** – we timeously execute our responsibilities with the utmost care and diligent.
- **Accountability** – we always give an account of our actions and decisions.
- **Ethical behaviour** – we maintain high standards of:
 - **Trustworthiness and honesty**
 - **Respect and empathy**
 - **Integrity**
- **Teamwork** – we support and work in collaboration with our colleagues, state organs and civil society to maximise the attainment of our objectives.

5. Our outcomes

#	OUTCOMES	PURPOSE
1	An enabling legislative environment for gender equality through submissions, recommendations, investigations, and litigation	To evaluate legislation, policies, practices and mechanisms within public and private institutions and make recommendations and undertake litigation to advance the gender transformation agenda.
2	Develop and manage information and education programmes to foster public understanding of gender equality and the role of the Commission.	To conduct advocacy initiatives and develop and manage public education interventions with sector partners in the promotion of public understanding of gender equality and access to gender justice.
3	Monitoring compliance and research 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

#	OUTCOMES	PURPOSE
		recommendations to promote and attain gender equality.
4	A renewed, efficient, and effective organisation that is sustainable	To build and sustain efficient and effective organisational culture, organisational systems, operations, and governance processes, for the optimal performance of the institution in executing its mandate.

6. Situational Analysis

a. Pestel Analysis

External environmental analysis

Dimension	Factors	Implications for CGE
Political	Political uncertainty in respect of the incoming seventh governmental administration, and the probability of governance by coalition at national and provincial level.	<ul style="list-style-type: none"> ○ The extent and nature of political buy-in of gender-equality is uncertain. ○ The potential for gender equality to become lost or drowned out in the political landscape and the political discussion. This may lead to regression in gains made.
	Political international relations	<ul style="list-style-type: none"> ○ The State's ability and position in the protection of human rights at an international level, impacts on CGE's contribution in the gender discourse.
	Women Economic Empowerment	<ul style="list-style-type: none"> ○ Women continue to suffer from exclusion by the economic systems from accessing meaningful mainstream opportunities. This causes deepening economic imbalances and prejudice comparatively, thus eroding the efforts of ensuring a community that is free from all forms of gender oppression. The current statistics released about the status of employment for women is indicative of an economy that has less women in meaningful employment, compared to men in the country. ○ This points particularly to black women in the rural and township areas who continue to suffer from exclusion by binding by-laws, succession for acquiring communal land, and economic systems that are supposed to be the enablers for trading. The issue of education that is fit to capacitate women and the girl child in the areas of Science Technology Engineering and Mathematics is a matter that requires a collaborative thought to encourage the girl child to pursue this form of education at an early stage.

Dimension	Factors	Implications for CGE
	Global Economic decline	<ul style="list-style-type: none"> ○ The impact erodes the efforts made for advocating for economic reforms favouring women. Unemployment at household level, which is fuelled by the economic decline worsens poverty, creates classism, fuels mental illnesses, that to some extent increases GBV. ○ The CGE should shine a spotlight in terms of the gendered impact of job losses on women. ○ Policy pronouncements that are said to close gender inequality for women, such as the 40% procurement policy, that have no binding effect from a legislative power and relevant legislative authority. ○ Fiscal budget cuts that constantly impact the potential for CGE to carry out fully its intended large scale impactful initiatives.
Social	Unemployment (Poverty, Crime)	<ul style="list-style-type: none"> ○ The rising unemployment, and Government programs at hand that are not fully curbing the rise of GBVF, Sexual Offences, Statutory Rape, drug and alcohol abuse, and Child Pregnancy continue to perpetuate gender inequality.
	Welfare State (Social grants, Dependency)	<ul style="list-style-type: none"> ○ The uncontrolled, undocumented foreign population that is emigrating to the country exacerbates the already constrained social welfare reforms in a way that continues to constrain the fiscus, thus impacting on sustenance of households.
	De-prioritisation of violence against girl child, the Sexual Orientation, gender identity, Gender Expression (SOGIE), persons with disabilities.	<ul style="list-style-type: none"> ○ Inadequate violence prevention interventions that are not research based thus carrying non-effective monitoring and evaluation for key decisions. ○ Lack of sustainable gender budgeting and planning to drive impactful programs. ○ There is inadequate gender planning and budgeting and poor implementation of evidence-based interventions. ○ There is an inconsistent prioritisation of national implementation of interventions by government which has positive impact such as the war rooms, provincial National Strategic Plan on GBVF summits, green doors, GBVF Brigades, etc. ○ Blurred lines of consent - participation leads to abuse.
Technological	Catching up with 4IR instead of pioneering and initiating –	<ul style="list-style-type: none"> ○ The CGE is not aligned to current technological developments thus unable to take advantage of the 4IR benefits. ○ Rapid digitisation influences migration to move towards aligning with the green economy.

Dimension	Factors	Implications for CGE
		<ul style="list-style-type: none"> o CGE's lack of engagement with dangerous online discourse such as the incel driven Red Pill Movement and Manosphere has negatively impacted our society by making misogyny and misogynoir popular, multifaceted, and extreme even beyond the online realm. o The attainment of gender equality is outpaced by the evolution of 4IR.
	Underutilisation and poor integration of systems of IT systems	<ul style="list-style-type: none"> o This is due to the lack of capacity, thus there is a need for both capacity building as well as the appropriate budgeting and recruitment that will ensure that appropriate and effective skill sets are brought into the organisation. o The CGE is not integrated with other information systems such as libraries, etc.
	Cyber Security	<ul style="list-style-type: none"> o Protection of information, both personal and organisational is a critical issue.
	CGE misses Human Rights Violation	<ul style="list-style-type: none"> o Human Rights violations which are facilitated through 4IR and the dark web (human trafficking, date sites, crypto currency, employment scams, child pornography). o Dual existence (offline and online) – as a result there are a large number of technologically facilitated Human Rights Violations which continue without our meaningful intervention. o Perpetuation of hate speech through online platforms.
Legal	Immigration Act (Amendments)	<ul style="list-style-type: none"> o Displaced and undocumented individuals struggling to access our services, as well as suspects of GBVF and human trafficking related crimes being untraceable.
	Customary and Property Laws	<ul style="list-style-type: none"> o Increase in our target population. o Land allocation in rural areas is based on gender discrimination.
	Health Bill (NHI Bill)	<ul style="list-style-type: none"> o Women's health issues such as the inappropriate allocation of certain prescribed minimum benefits for certain age groups need special mention in the NHI Bill. The Bill provides an opportunity for women and girls to have universal access to health care and thus addresses issues such as Sexual Reproductive Health and Rights.
	Legal Practice Act	<ul style="list-style-type: none"> o Currently the CGE is unable to render legal services. The CGE needs to be included in the Legal Practice Act as an entity permitted to render legal services. This will enable the CGE to provide legal services to address gender discrimination at all spheres of society instead of procuring legal services.
	Employment Equity Act	<ul style="list-style-type: none"> o The slow pace of transformation in the workplace requires the CGE to takes cognisance of the

Dimension	Factors	Implications for CGE
		amendment of the Employment Equity Act in advancing transformation.
	Domestic Violence Act	<ul style="list-style-type: none"> o The current scourge of gender-based violence necessitates the CGE to take cognisance of the amendment of the Domestic Violence Act. The CGE uses this legislation to monitor matters relating to domestic violence before courts.
	Criminal Law (Sexual Offences and Related Matters) Amended Act)	<ul style="list-style-type: none"> o With the scourge of sexual violence in the country, the CGE takes cognisance of the Criminal Law (Sexual Offences and Related Matters) Amendment Act and will determine whether the appropriate sentences are serving as deterrence.
Environmental An intersectionality lens to be applied to include different vulnerable groups. Women in their diversity (PWD) SOGIE Youth Children etc	Climate Justice.	<ul style="list-style-type: none"> o The CGE would have to direct its focus to the impacts of global warming and climate change and how it perpetuates and magnifies structural inequalities, including those between women and men. o This is especially true in many parts of the world where women rely on climate-sensitive work like agriculture and manual labour to make a living. This is a triple burden to the vulnerable groups including persons with disabilities. o Just Transition from Carbon emissions to the green economy is to be done from a gender perspective. CGE will lead and influence discussions of mainstreaming the just transition discourse. o The CGE needs to look at how it will monitor and lobby for the development of more effective, evidence-based climate policies and actions, addressing the needs of all genders with a dedicated focus on the inequalities facing women, girls and persons of diverse sexual and gender expressions.
	Floods	<ul style="list-style-type: none"> o CGE to influence disaster management planning, response, and recovery to ensure that gender dimensions are included and most importantly to ensure that women's voices are amplified within the discourse. o Disaster Management to include issues of sexual and reproductive health rights in disaster response.
	Drought	<ul style="list-style-type: none"> o CGE to champion the discussions of access to safe drinking water. o CGE to focus on development and support mechanisms for women in agriculture, who do not have access to commercial markets and lack innovative farming technologies and financial support.

b. SWOT Analysis
Internal environmental analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Independence of the Commission. • Guaranteed budget annually. • Skilled personnel to deliver the mandate of the Commission. • Technically highly skilled and diverse staff and commissioners. • A national footprint with offices in all 9 provinces. • Working well with stakeholders in provinces. • A wide range of stakeholders, specifically at the provincial level. • A Constitutionally established body with a Constitutional mandate. • The CGE Act clearly delineates our Constitutional responsibilities and functions. 	<ul style="list-style-type: none"> • Uncertainty in terms of budget allocation-budget cuts. • Inadequate IT resources (disproportionality between size and demand). • CGE unable to respond adequately to provincial demands due to increased population (disproportionality between size and demand). • Funding and budgetary constraints. • Lack of binding recommendations. • Inadequate visibility because of limited resources. • Insufficient human capital • Exclusion of the CGE in the Legal Practice Act
Opportunities	Threats
<ul style="list-style-type: none"> • Strengthen integration between the different core and support departments within the CGE. • Accepting external donor funding for research projects. • Innovation in light of austerity measures. • Workplace culture. • Media platform exposure. • Opportunity to enforce our mandate if we utilise our powers. • Broad-based experienced personnel in different skill sets. • Good understanding of Gender Issues and Equality landscape. • National and provincial footprint. • Planned amendment to the CGE Act. • Business Model opportunity to expand and redefine the institution. • Opportunity to influence the 	<ul style="list-style-type: none"> • Economic status of RSA leading to cost containment measures. • External stakeholders not being able to distinguish between human rights and gender rights. • Implementation of emerging treasury regulations. • Austerity measures/ budget cuts. • Government Institutions misunderstand our mandate. • Lack of alertness to the environment around us, (legislative reforms).

transformation and development agenda.

- Changes in the Electoral Act.
- Re-migrating to DOJ to relocate gender within the human rights discourse.

7. The New Business Model

The CGE has made significant strides towards the development and implementation of a new business model to better enable the achievement of the CGE mandate. This has had an impact on the development of the strategy for the ensuing 5 years. This process has recommended the following be considered in the strategy and operations of the CGE:

- Deliberate focus on delivering the elements of the mandate.
- CGE holds institutions accountable for delivery rather than being a front-line service and/or advocacy organisation.
- More reliance on the power to monitor, investigate and enforce progress towards gender equality,
 - Reflected in increasing the numbers of staff with Legal capability in CGE.
 - A shift from attention to individual complaints and cases to a more systemic approach.
 - Establishing a system for referrals and MOUs with relevant institutions.
- Reliance on digital systems to,
 - Extend reach.
 - Monitor and report on trends.
 - Reduce administrative load, and
 - Maintain records.
- CGE being a centre of excellence for gender, providing,
 - Annual reports on trends nationally and in provinces.
 - Inputs to educational curricula, journals, conferences.
 - Inputs to multiple parliamentary committees depending on the topic/finding.
 - An internal culture of learning, agility and innovation that is attractive and worthy of emulating.
- Giving attention to the requirement to liaise and interact with like-minded institutions,
 - Recognise the legislative requirement for liaison and interaction with other institutions and civil society.
 - Adopt a more proactive and deliberate approach to “stakeholder engagements.
 - Ensure that liaison and interaction are coordinated and addressed strategically to further the objectives of the CGE.

- Extending the reach of CGE through,
 - Multi-media channels.
 - Collaboration with public and private institutions and community-based organisations.
- Reconceptualising PEI,
 - The primary custodian of the Gender Excellence role.
 - Continue the advocacy role, provided it is grounded in the law and precedents.
 - Responsible for annual trends reports.
 - Responsible for establishing relationships and MOUs with institutions and organisations to extend the reach of CGE.
- Reconceptualising Research
 - Distinguishing between monitoring and research
- Resourcing each appropriately, including having a broader range of qualifications and experience.
 - Increasing the number of investigations and reports per year
- Acknowledging the central role of provinces and extending more powers there
 - Decentralising some SCM and budgeting processes
 - Holding systemic and transformation hearings in provinces, coordinated by the office of the Chair
 - Having provincial trend identification and analyses
- Fostering integration of the work of all departments
- Monitoring and evaluating the impact of the CGE's interventions
- Strengthening HR, IT and Communications departments to support the delivery of the new model.
- Giving attention to the growth, development, and overall well-being of employees at all levels,
 - Evaluating and developing skills for new roles in all departments.
 - Attention to the development of administrative staff.
 - Leadership capability to be given high priority (for Commissioners and management roles)

a. Strategic Implications

The key strategic implications of the Business Model for the CGE can be summarized as follows:

1. **Leadership Role:** The CGE must play a leadership role in the sector. It must set the tone, the policy and the direction for the sector. It must offer thought leadership and strategy for the sector.
2. **Developing and Managing Role:** The CGE must play an enabling, facilitating and managing role to enable the scaled delivery of education and information initiatives on gender quality issues. It must do this through collaboration with sectors and the development of sector capacity and capability to deliver. This implies a withdrawal of the CGE from direct service delivery.

3. **Monitoring, Enhancement and Enforcement Role:** The CGE must embrace its role in monitoring and evaluating the sector with a view to providing enhancements and improvements, and, where necessary the enforcement of rights.
4. **Mindset Change:** The CGE must develop an internal culture and mindset where the organisation and all its employees see themselves as leaders and innovators for the sector with the determination to achieve the desired national impact.

PART C: Measuring our performance.

1. Institutional Performance Information

In the development of the next five-year strategic plan for the commission, the theory of change and logical framework planning tools were applied to determine the necessary steps are to get to this point.

Below is the process followed using the logical framework process planning tool:

Question	Aspect of Theory of Change Framework
Where are we? What is our current situation?	PESTEL SWOT
Where would we like to be? What impact would we like to have?	IMPACT VISION MISSION VALUES
How will we get there? What is our plan of action to achieve the desired impact?	OUTCOMES (Strategic Goals / Programmes with Outcome Indicators) OUTPUTS (with indicators and targets) ACTIVITIES (Actions to achieve outputs) INPUTS (Resources, materials, people, budgets)
What are the strategic risks?	RISK REGISTER

2. Impact Statement

The Commission for Gender Equality (CGE), and its legislated mandate, is to review state policy from a gender perspective, to ensure gender-aware and responsive policy making and practices.

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. The vision of the CGE articulates the long-term aspirations for South Africa and speaks clearly of the change that the CGE is working towards, which is **'a society free from all forms of gender oppression and inequality'**.

The CGE evaluates legislation, policies, practices, and mechanisms and make recommendations to bring about continuous improvements to advance gender equality. This enables the CGE to influence legislative and policy changes which advance gender equality, whilst ensuring that the state is following international and regional instruments promoting gender equality.

The CGE promotes and protect gender equality through public awareness, education, investigation leading to an educated society with transformed behaviour that respects and upholds gender equality and further ensures social justice for victims of gender violations. These initiatives further promote gender responsive policies and practises and prevent systemic gender violations.

While acting on its mandate the CGE is able to identify and monitor key issues that impact on gender equality, investigate and evaluate issues that undermine the attainment of gender equality leading to improved policy responses and practices on substantive equality. The CGE and its leadership strive to build and maintain efficient and effective organisational systems, processes and mechanisms whilst promoting and protecting gender equality.

Impact statement	A society and government that is knowledgeable, accountable, and responsive about all dimensions of gender equality.
-------------------------	-----------------------------------------------------------------------------------------------------------------------------

Part D: Measuring our Outcomes.

1. Outcomes, Indicators and Targets

MTSF Priority			
Outcomes	Outcomes indicator	Baseline	5-year Target
An enabling legislative environment for gender equality through submissions, recommendations, investigations, and litigation	Number and the quality of CGE interventions leading to substantive gender equality being included into existing and new legislation.	Submissions on new and proposed legislation	A term review report to the President and National Assembly in terms of section 16 of the CGE Act on existing and new legislation,
Develop and manage information and education programmes to foster public understanding of gender equality and the role of the Commission.	The number of education and information programmes developed managed and scaled through sector collaboration	New indicator	Multiple sectors are routinely delivering education and information programmes developed and managed by the CGE
Monitoring compliance and research on issues that undermine the attainment of gender equality.	Number of research reports that provide leadership and direction to the sector and enable the enforcement of compliance with gender equality precepts		A status report indicates that the country's response to addressing to enable and sustain gender equality and women empowerment has significantly improved.
A renewed, efficient, and effective organisation that is sustainable	A sustainable organisation with effective systems and structures, proper governance, and motivated and competent people.		An evaluation report show the CGE to be a sector leading organisation with a transformational impact on gender equality in the country.

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

Outcome 1

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, investigations arising from complaints received regarding gender equality issues, as well as emerging gender aspects and engagements with the relevant executives of the public and private sector to address the recommendations made.

The provisions of the Commission for Gender Equality Act 39 of 1996 empower the Commission to address gender related disputes through mediation, conciliation or negotiation. In addition, the Promotion of Equality and the Prevention of Unfair Discrimination Act 4 of 2000 empowers the Commission to refer complaints to the Equality Court for litigation. As such, the Commission will continue utilizing various means such as litigation, mediation, public investigative hearings and the issuing of investigative reports to deliver the objectives of the programmes. 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.

Outcome 2

To promote respect for and protection, development and attainment of gender equality, the Commission is empowered by the CGE Act to develop and manage innovative education and information programmes. These programmes will be delivered at a scale through collaborations with sector institutions and stakeholders to raise awareness. Outcome 2 will promote gender equality through a sector-based approach using key role players in the public, private and civil society sectors. The programme will provide these sectors with critical information about gender equality in the form of guidelines, frameworks and training of trainer initiatives, which multiply the number of people and organisations who can represent and promote gender equality. Our programming will focus on persons of all genders and sexual expressions.

Outcome 3

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 lived experiences. Although a stone-age hardship 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.

Outcome 4

The strength and competence of the Commission to deliver on its mandate depend on its internal capabilities, which enables 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 with competent and high performing people who embody the leadership role of the organisation.

3. Key risks and mitigations

Outcomes	Key risks	Risk Mitigation
An enabling legislative environment for gender equality through submissions, recommendations, investigations, and litigation	Lack of cooperation from public and private sector on investigations.	Application of the relevant sections of the CGE Act.
	Lack of cooperation and commitment by government on international and regional treaties and instruments.	Application of the relevant sections of the CGE Act.
Develop and manage information and education programmes to foster public understanding of gender equality and the role of the Commission.	Lack of consistent messaging relating to CGE mandate, positions and its programmes.	<ul style="list-style-type: none"> o Proper induction and training on the CGE's mandate and programmes o Adherence to code of Good Conduct o Adherence to Communications policies and protocols.
	Intolerance and unreceptive communities.	<ul style="list-style-type: none"> o Targeted education programmes on CGE mandate and programmes.

Outcomes	Key risks	Risk Mitigation
		Policies on risk and personal safety for CGE staff.
	Reputational risk due to non-adherence to CGE Code of Conduct.	Popularising CGE values and CGE Code of Good Conduct.
Monitoring compliance and research on issues that undermine the attainment of gender equality.	Lack of cooperation and commitment by public and private 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 and the Presidency).
A renewed, efficient, and effective organisation that is sustainable	Capacity challenges to deliver on new focus areas.	<ul style="list-style-type: none"> ○ Intentional culture transformation initiative. ○ Implementation of the business model and change management. ○ Motivation for human capital upgrade.
	Inability to measure the impact of the CGE Interventions.	<ul style="list-style-type: none"> ○ Implementation of an M&E system and Knowledge ○ Management processes.
	Inadequacies of general controls on information technology, exposure to information security weaknesses.	<ul style="list-style-type: none"> ○ ICT Governance Framework and updated policies in relation to developments in technology.

