

# STRATEGIC PLAN

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**Commission for Gender Equality**

A society free from gender oppression and inequality

Towards an integrative and effective organisational model



# CONTENTS

|   |    |
|---|----|
| 1. FOREWORD   | 2  |
| 2. INTRODUCTION   | 9  |
| 3. CGE COMMISSIONERS' PROFILES                          | 20 |
| 3. THEMATIC AREAS                                       | 22 |
| 4.1 Gender and Poverty                                  | 26 |
| 4.2 Gender - Based Violence                             | 34 |
| 4.3 Gender, Democracy and Good Governance               | 42 |
| 4.4 Gender: Culture, Religion and Traditional Practices | 51 |
| 4.5 Gender: HIV/Aids                                    | 56 |
| 4.6 The National Gender Machinery                       | 59 |
| 5. CONCLUSION   | 64 |
| 6. BUDGET   | 65 |

## FOREWORD

The Commission for Gender Equality (CGE) presents its five year strategic plan after rigorous studies and reviews of its work and state of organisational health. Many of the reviews have considered how the CGE has been able or alternatively failed to adequately address its mandate and role since its inception in 1997. The reviews have been undertaken by a wide range of institutions, including civil society organisations, academics, and activists, and by Parliament through the Ad Hoc Committee on the Review of Chapter Nine Institutions.

Those who have been following the debates on the CGE since its inception until the latest review by Parliament will recognise that there have always been ideological, theoretical, political and policy debates concerning the very existence of this institution, its meaning and role in South African society. In many ways, this five year strategic plan is an attempt by the new team of Commissioners to refocus and locate the CGE within the policy and public landscape in South Africa. It would be a canard to present an institution such as this one as unencumbered by politics, policy changes and developments in the country, regionally and globally. Indeed, the core of our mandate is to understand and influence policy environments for the development of gender equality.

This strategic plan also goes beyond detailing the activities of CGE during the next five years. Most importantly, it situates, both conceptually and practically, the place and meaning of gender equality in the lives of South African people today.

In our attempt to redirect the CGE in order to make our strategic thrust and role sharper and thus, more effective, we have decided to strengthen the six themes that the CGE has been working on for some time now. These are: Gender and Poverty; Cultures, Religion, Traditional Practices and Gender Equality; Gender and HIV and AIDS; Gender, Democracy and Good Governance; Gender-based Violence and The National Gender Machinery.

The timing of the release of our strategic document is also of critical importance to us in the CGE. We seek to strengthen an institution whose mandate it is to address gender inequalities and the many ways in which patriarchal domination affects and treats women and men, in general. May 2008 is no ordinary time in the lives of South Africans and global citizens. We release this document at a time when we can no longer speak of a looming economic crisis in the world - we live with it and it shapes our lives today. Thus, our work and discourse on gender and poverty, development and access to an improved quality of life as agreed in many international conventions, must speak to the pressing challenges of food prices, gender and the environment, gender and the agrarian question, access to land, employment challenges and the resultant dislocation that emerge in times like this.

Many of those who suffer from chronic hunger today are women. The majority of them live in our part of the world, on the African continent and in the economic South in general. All these challenges have an impact on the work of the Commission for Gender Equality.

It is the aim of this strategic document, as well as the work of the Commissioners for the next five years, to strengthen the interconnections and linkages between all forms of subjugation, dislocation, denial of rights and gender oppression. In all categories of the marginalised, the sub-altern and subjugated subjects, women form the majority.

Our strategic focus is to understand the ways in which gender inequality, discrimination and oppression continue to shape new and old forms of inequality in our society. In the CGE, as will be evident in this strategic document, we have located our work within the conceptual framework of substantive equality and human security. Substantive Equality is an important conceptual canvas for our work because it goes beyond the rights-based discourse which is limited to statutory provisions alone. Substantive Equality is used within a framework that considers the complexity of equality and difference as part of the contextual, social and historical construction of gender, roles, identity and diversity. As such, substantive equality speaks to a holistic understanding of equality and extends to the very texture of the lives of people, both men and women. It examines how the state and other crucial players, including the private sector and other institutions, intersect with the rights enshrined in the Constitution. Here, we deal with a concept that is living, dynamic and laden with possibilities for a real and meaningful change in the lives of people.

The CGE also looks at other areas which may impede or facilitate access to some or all of the

provisions that are in place to improve the quality of life of citizens. At the centre of our definition regarding substantive equality lies an attempt to link the sociology of law and rights to the socio-economic, cultural and environmental freedoms which must constitute part of a meaningful understanding of gender equality. Consequently, the connective thread in the work of the CGE is that which defines human security in its fullest sense. There can be no substantive equality where there is no security. By security we refer to issues that affect all human beings, including dislocation, safety, food, economic freedom and many other experiences which undermine their feelings of security.

Global experience shows that insecurity is also gendered. We know that in this time, in the world, whilst human trafficking for example affects all human beings, there are specific ways in which it affects women and girl children differently. In her book, *The Road to Lost Innocence*, Somaly Mam details the journey and experiences of young women who are part of the trade in the bodies of human beings in Cambodia, Thailand and Vietnam.

Sadly, these patterns are also replicated in the Southern African region. Today, South Africa is drawn into the trade of human trafficking as a place of origination, transit and destination. Migratory patterns show us that this is one of the fastest growing trades, particularly in the parts of the world that are affected by the economic crisis and political instability.

Human trafficking is gendered and it is mostly women and girl children who bear the brunt of the practice. This fact does not lessen the growing numbers of young men and boy children who are also drawn into the trade as sex slaves.

Whilst there are a whole range of other reasons that lead to or increase the vulnerability of women and children, poverty continues to play a central role in the trade. It is mostly women and children from poor communities who are sold and exchanged in the transactions of human bodies and lives. Indeed, it is those who are impoverished who fall into the traps of job adverts in the cross-border and intercontinental trade, only to find that the jobs they applied for or were promised are very different on arrival.

How then does a society such as ours deal with this phenomenon? It is our contention, in this strategic document, as in all other areas of our work, that as a society, South Africa needs to strengthen the connections between one form of vulnerability and social exclusion with others. Whom we draw into decision-making as a society will have an impact on the decisions that are made. It will also influence the issues on which we focus our gaze and attention not as problems or issues that affect one group, but as issues that impede human development, human dignity and enjoyment of their freedoms by all citizens.

Central to our approach is our understanding of the differentiated ways in which patriarchy shapes the lives of men and women in society. The

vulnerability of some groups to practices such as the sex slave trade of the present day is also linked to the persistent and systemic undervaluing of women's bodies and women's lives in society. Putting this in the centre of the political and policy agenda remains a critical challenge not only for the CGE but for all those who are committed to a society in which all human beings enjoy freedoms and are guaranteed safety and dignity - not only in law but also in practice.

As we present this strategic document to the South African public, we are also conscious of the many challenges that continue to dog our democratic dispensation. For example, while access to justice is guaranteed by our Constitution, many legal provisions and much legislation, for the majority this remains a pipe dream. Everyday, hundreds of South African women confront the real manifestation of a justice system that does not place people at the centre of its services, despite the attempts to address this failure at policy and legislative levels.

A pertinent example of this is the issue of spousal and child maintenance. Everywhere in South Africa queues of women apply for maintenance through the courts. Of great concern is the sluggish manner in which these applications are handled. Of even greater concern is the extent to which, even when the court order has been granted and in some cases the agreed amount has been debited from the spousal account, these women and their children are still forced to wait for long periods before that money is actually paid to them.

This speaks not only to the deficiency of a system that does not prioritise the poor, but sadly, also reflects a public service ethic that is not consistent with the principles of the South African Constitution, Batho Pele and other values that have been introduced in the public service.

For us, as the CGE, this public service ethic is not a technical matter but has real implications in terms of access to justice and all the provisions guaranteed to men, women and children in this country. Consequently, our challenge is to confront a bureaucratic system that is negligent in its attitude towards citizens and often prejudices women in ways that penetrate much deeper into their lives and affect their actual survival and dignity.

Whether we look at the many ways in which the South African Police Services or the courts continue to deal with gender-based violence, or the workload of those who function in the area of spousal and child maintenance, we see a system that fails to respond adequately to the needs of the most marginalised of its citizens. Consequently, many South African women know only the failure of the justice system to protect them.

Many women also know the callous manner in which restraining orders are handled by the law enforcement agents. In the recent gender-based violence conference of the CGE, in KwaZulu-Natal, it emerged that women are still expected to present restraining orders to their partners without any protection by the law enforcement agencies. Thus, the very tool that is supposed to be a protective measure exposes women to severe danger when their partners harm them in return.

It therefore becomes pertinent that in our monitoring work as the CGE, we go beyond examining tools and legislative framework but actually interact in meaningful ways with those who are affected by the legislation, policies, programmes and processes. We have begun assessing the efficacy as well as the quality of service rendered to South Africans by various agents. Needless to say, in our area of work, this is more than a consumer satisfaction assessment. Women cannot return the goods they get because they are of sub-standard quality. Their bodies and their lives continue to be the arena in which these are played out and the delays in the justice system hugely influence their lives. Some are killed by the people against whom they took out the restraining order. Many are obliged to live in the same neighbourhoods with men who raped them and were then released on bail. These women suffer the taunts and the real fear that 'it may happen again, anytime'.

True, South African society and the state in particular, has covered much ground in the fourteen years of post-apartheid democracy. Social spending has increased and targeted the poor, especially women. A number of grants and other safety nets that are being put in place focus on the most marginalised women in rural and peri-urban contexts. But, this is perhaps the rub. Our policies and laws 'target the marginalised' and we have not really, as a society, developed ways of interacting with all citizens as stakeholders who may influence critical policy directions. 'Targeting', while important, is not the same as effective participation in design, planning and policy development processes, not to mention effective implementation.

However, there is a conscious effort to engage citizens, whether it is through Presidential Izimbizo or a programme that takes Parliament to the people, in particular the National Council of Provinces (NCOP) and the oversight programmes of Portfolio Committees. A quick glance at the records of these public gatherings reveals that women form the majority of those who attend.

Also, they tend to place issues which are critical or at least urgent in their lives on the agenda of izimbizo. What remains to be seen is the extent to which this input informs government planning processes and how these are integrated in the overall development processes. The CGE's strategic plan is designed, through its thematic areas and organisational re-engineering, to offer the institution of four key areas of intervention. This is integrated into the process design, the methodology employed and also the actual implementation of the programmes.

Amongst other things, this procedure occasions us to look at how we locate the CGE, not only in terms of its mandate but also in ways that will enable efficacy and efficiency. As a statutory and independent body, which forms part of the Chapter 9 Institutions, the CGE wields clear powers, authority and responsibility. No doubt, some of these need continuous refining and interpretation. This does not only apply to the CGE but is in actual fact the case as regards all institutions that are dynamic and part of social transformation and change.

The complexity of the Commission for Gender Equality is that the nature of its work – advancing and protecting gender equality – in society overlaps with a number of other forms of oppression, discrimination and subjugation. Therefore, its mandate, although it is clearly stated in the Constitution and the Act, must be read within the context of the patriarchal domination which is embedded in our society as well as in terms of the intersection of gender inequality with other forms of oppression and marginalisation. Reading and understanding the mandate of the CGE, in this context, necessitates a nuanced approach to its location, its interaction with other stakeholders, including other Chapter 9 institutions and broader society.

The embedded nature of patriarchal domination and gender inequalities calls for a deeper understanding of the very concept of gender equality. How does such equality exist in a society where social inequalities are prevalent? How does it exist in a framework where other forms of inequality, including poverty, inaccessibility to rights and basic provisions of the Constitution prevail? In order to address the multiple forms in which gender inequality, discrimination and subjugation manifests, the CGE needs to locate itself in a dynamic manner to allow for the interactions and interventions required for efficacy and strategic impact.



As such, whilst the CGE is a statutory body arising from the relevant constitutional provision, it is important that this be interpreted in a manner that is contextual and also affords the CGE to exert a major influence. Firstly, as a statutory body, the CGE is an independent institution and the provides for it to exercise its powers without fear or favour. However, a narrow interpretation of 'independence' may limit the CGE's impact and ability to influence society.

Thus, the institution seeks to locate itself in a manner that not only safeguards its independence but also recognises interdependence with other stakeholders, including government institutions, civil society, Chapter 9 organs and international bodies whose partnership may be of mutual benefit to all.

Independence does not mean being adversarial – in this context it denotes an ability to be distant (in a committed and passionate manner) in order to arrive at assessments of situations without any inhibitions. This provides an opportunity for an organisation that views the adoption of multiple forms as a catalyst for gender equality processes, activism for gender equality and against oppression and discrimination, and providing committed social activists for effective gender equality through influencing public policy, legislation and public education.

It is also an institution which generates information and has the potential to develop powerful knowledge production processes that will empower its interventions at policy, legislative and public education levels.

## Conclusion

Considering the different elements that inform the understanding, interpretation and execution of the CGE mandate, this strategic plan presents an opportunity for the organisation to locate itself firmly in the public arena.

Needless to say, this plan has not been developed by the Commissioners alone; we have relied on the leadership of CGE staff and colleagues in civil society, advocacy groups and networks as well as numerous stakeholders, including the Portfolio Committee on Justice and Constitutional Development. To the many who have interacted with us, including those who have attended our provincial workshops and other forums: we hope that somewhere in this plan you can see your experiences, views and perspectives mirrored. My colleagues and I, both the Commissioners and staff, wish to communicate here and now, publicly in this document, our desire for you to make the CGE your institution.

This is your organisation and exists solely to support constitutional democracy through integrating gender inequality in policy analysis, legislation and public programmes. In order to do this, we need you as companions, colleagues and yes, comrades in this struggle against gender oppression and all forms of inequality.

In my personal capacity as the Chairperson of the Commission on Gender Equality, I invite you, sisters and brothers, to journey with us. Above all, I hope you will hold us accountable, call us to action whenever you sense that we are being sucked into

that vortex of self-importance and arrogance that can sometimes infect activists who work within the statutory framework. We want more than anything else to know ourselves, to recognise our voices and experience: for these also reflect those of yours, even with the differentiations that we may have amongst ourselves.

Public office can be empowering but it can also alienate. We are truly dependent on your assistance and guidance, both the staff of CGE and those to whom we are accountable through Parliament, including government and all South African citizens, to pull us back from the trappings of power, real or imagined, to that place where we can meet each other, eye to eye as equals, located perhaps in different spaces, one no less significant than the other.

Together, as Audre Lorde wrote in "A Song for Many Movements":

**"Our labor has become  
More important than our silence."**

And to all colleagues at CGE, across the entire organisation yet again I recall the words of Audre Lorde, written in 1982 and relevant today:

**"Our footsteps hold this place together  
Our decisions make the  
possible whole."**

*Nomboniso Gasa*

*Chairperson  
Commission on Gender Equality*



## INTRODUCTION

Gender Equality is a much-used concept although with multiple understandings and meanings. It has become not only part of public policy-speak but also of many entities, public and private, that strive to meet the legislative requirements for compliance with gender equality policies and practices. However, gender equality remains as elusive and complex a concept as it has ever been. This is even more the case, for an institution whose mandate is to promote, protect and ensure gender equality in society.

How does the CGE meet this public mandate when we are the first to acknowledge and in fact insist that gender intersects with many other multiple layers of identity, inequality, privilege and dis/location – including race, culture, class and geographical location, amongst others? How does the Commission address its public obligations without essentialising gender equality and without equating it with anti-discrimination, which is limited in its scope?

This strategic plan document provides a conceptual analysis which is infused into the theoretical and programmatic approach that we are developing as the CGE. It represents a transitional stage, which is necessary for any organisation that is maturing and also needing strengthening.

## Locating the CGE in the National Gender Machinery

In the foreword by the Chairperson of the CGE, some of the conceptual underpinnings of a structure like this were already touched upon. However, this must be read in conjunction with an organisation that is evolving, learning and whose mandate needs to be understood within this dynamism.

Historically, the very notion of the CGE has been contested by those who stem from different corners of the human rights discourse as well as by the feminist interpretations of gender equality, the women's movement activists and those who define themselves as gender equality activists. South African citizens in general, including those speaking through their non-governmental organisations and who have elected representatives, amongst others, have also spoken eloquently on these matters. It is neither the place nor the intention of this strategic document to exhaust these conceptual engagements. In fact, we will not even engage with these since we believe that this rich discussion belongs elsewhere and the CGE will therefore create platforms of public dialogues to listen to and digest public opinion and also offer its contribution to the growing discussions on the role and location of the organisation.

For the purpose of this strategic plan, we will take the contribution offered in the Chairperson's foreword further by simply looking at the legal mandate of the CGE, as well as its location within the National Gender Machinery in South Africa.

Chapter 9 of the South African Constitution furnishes a schedule of structures that must exist in order to promote democracy in South Africa. The Constitution recognises that gender inequality can seriously undermine democracy and render it inaccessible for the majority of those who are marginalised on grounds of gender.

Thus Section 187 of the Constitution stipulates that the Commission for Gender Equality must:

- promote respect for gender equality and the protection, development and attainment of gender equality; and
- monitor, investigate, research, educate, lobby, advise and report on issues concerning gender equality.

The Constitution also ascribes additional powers to the constitution as determined by national legislation. In this regard, the CGE ACT, 1996 further defines the institution as a juristic person. This clearly accords the CGE legal standing and the persona to act in ways that are consistent with its mandate, including searching premises should it be necessary for its investigations in cases of gender discrimination. These powers ascribed to the CGE mandate it to hold public officials, including the Executive, accountable regarding issues that may transgress gender equality provisions in the Constitution.

The powers ascribed to the CGE in the ACT also empower it to undertake policy and legislative initiatives, should the need arise. It can furthermore litigate on behalf of those whose access to justice is undermined by gender inequality, discrimination and patriarchal domination. After studying the legal mandate of the CGE and understanding the role it ought to play in South African society, the organisation has adopted the following vision and mission.

## Vision

**A society free from gender oppression and all forms of inequality.**

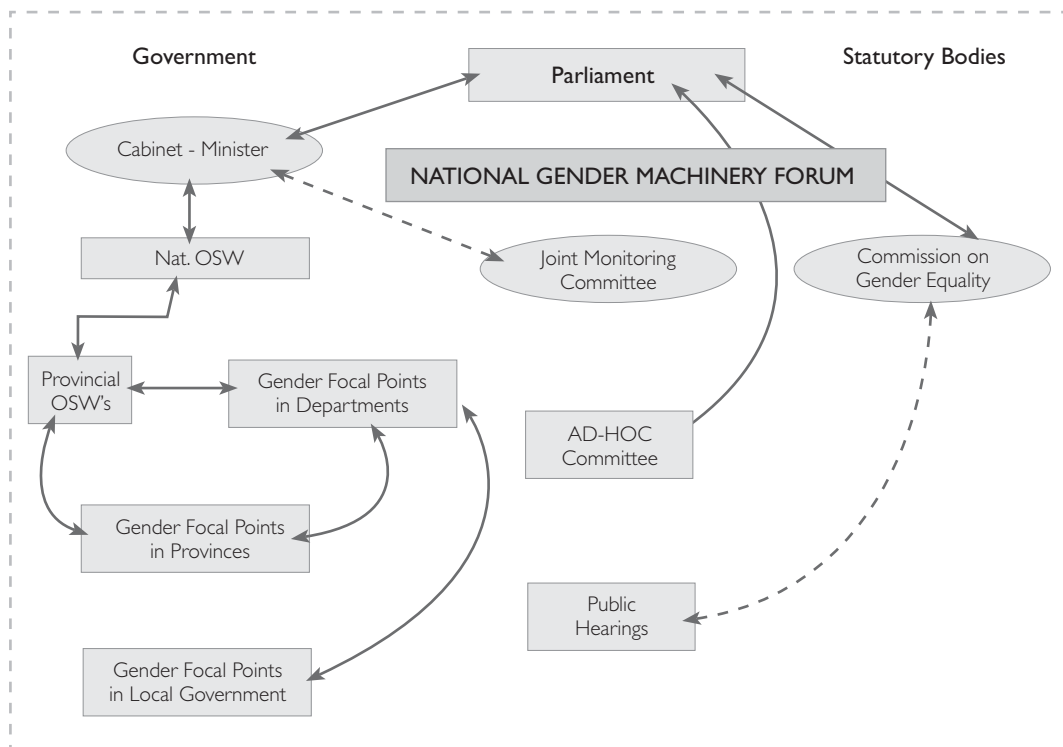
## Mission

**The CGE shall advance, promote and protect gender equality in South Africa through undertaking research, public education, policy development, legislative initiatives, effective monitoring and litigation.**

South Africa and elsewhere, regarding the importance of the strategic location of an institution of this nature. Central to this is the location and relationship of the CGE with the National Gender Machinery in South Africa as well as with other international mechanisms.

Since its inception the CGE has been viewed as a part of an integrated National Gender Machinery that exists at different levels of government in South Africa. These composite structures were envisaged as functioning in a co-ordinated and mutually reinforcing manner yet also in a manner that safeguards their independence as determined by their respective mandates.

## National Gender Machinery



## Structure of the National Gender Machinery

In South Africa the gender machinery includes structures in government, the legislature, Parliament, statutory bodies and civil society. These mechanisms are collectively known as the “National Gender Machinery” (NGM). Each of these structures has a different mandate; the aim is for these structures to complement each other in achieving gender equality.

Besides the Commission, the sole statutory body, the other structures of the national gender machinery include:

**The Office of the Status of Women (OSW):** Established in 1997 and located in the Office of the Presidency, the functions of the OSW include:

- Developing a national gender policy;
- Promoting affirmative action in government;
- Supporting government bodies to integrate a gender perspective in all policies and programmes;
- Organising gender training for government departments and assisting different government departments to work together on issues, particularly pertaining to gender; and
- A national office which is complemented by provincial offices and the Gender Focal Points.

**Gender Focal Points (GFPs):** The main responsibility of the GFPs is to ensure the effective implementation of the National Gender Policy, and to assist in the formulation and implementation of effective action plans to promote women’s empowerment and gender equality in the work of government departments. Since South Africa does not have a ‘Ministry for Women’s Affairs’, government hopes that operating gender units in all national and provincial government departments will ensure that these departments take responsibility for addressing gender issues in their policies and programmes. Currently, such gender units exist in almost all national departments as well as at provincial and local government levels.

**Joint Monitoring Committee on Improvement of Quality of Life and Status of Women:** The committee constitutes a multi-party women’s caucus which aims to make Parliament more gender sensitive. It liaises with the CGE, Cabinet and Parliament.

**The Parliamentary Women’s Caucus (PWC):** The PWC is a multi-party women’s caucus and aims to make Parliament more gender sensitive. It liaises with the NGM, Civil Society, the Executive and other Parliamentary Committees and organs.

**The South African Local Government Association (SALGA) Gender Working Group:** This group concentrates on supporting women councillors in local government to perform their duties effectively.

Through its NGM Committee, the CGE is engaging with the NGM and in its concept paper offers observations and proposed ways of strengthening this important institutional framework for gender equality. (See the Concept Paper.)

## **Structural and Institutional Processes**

The CGE has undertaken a number of organisational strengthening, restructuring and realignment exercises in order to optimise its work as well as bridge the gap between the organisation and its multiple constituencies.

This process presents an opportunity to revitalise, refocus and strengthen the institution-building process. Consequently, this strategic plan is the first attempt to present an organisational model, in terms of programme implementation and conceptualisation that draws different departments, provincial programmes and other interventions together in a coherent and strategic manner. The following, though they are by no means exhaustive, represent key areas of focus in the organisation's turn-around process.

## **CGE on a path of continuous growth**

South Africa has changed dramatically, since the Commission for Gender Equality was first established through the CGE Act, 1996. The rights-based culture, including first, second and third generation and other rights on which the South Africa was supposed to be embedded presents one of the critical challenges of the day. Globally and locally the political, economic, environmental and developmental agendas call for serious re-evaluation and rethinking.

The Commission for Gender Equality as one of the six state institutions established to promote democracy has as its main mandate the promotion and protection of gender equality. As already indicated in the foregoing sections, this cannot be done in isolation. It has to be linked to an overall agenda for the promotion of human dignity, gender equality and an end to all forms of inequality. Gender itself is deeply embedded in all socio-cultural political and economic processes in our society.

In its eleven years of existence, the CGE has sought to meet the expectations of South Africans and execute its mandate. Nevertheless several reviews, notwithstanding the one initiated by the Ad Hoc Committee on the Review of Chapter Nine Institutions revealed a number of institutional and structural weaknesses with the CGE's approach, institutional architecture, policies, processes and interpretation of the CGE's mandate.

These reviews have occasioned the CGE to look deeply into its mandate. We have undertaken an Organisational Diagnosis and Audit which has been all encompassing in its scope and process. Amongst other issues which have emerged in this process are:

The need for a clear alignment between the mandate and the programmes of the CGE

A clear gender discourse and approach which will guide the CGE in its work and ensure that the institution develops its own language and expression.

The need to develop a strong and shared commitment to the process of CGE, in particular development of strategic partnerships with civil society organisations, government departments, state institutions, the private sector, the media, other Chapter Nine institutions as well as South African public at large.

Clear planning processes, shared principles that will strengthen internal organisational cross-cutting social policy agenda on gender equality.

Strengthen and where necessary develop strong policy, processes of governance in line with the mandate of the CGE and the regulatory framework, especially the Public Finance Management Act, Treasury Regulations and other relevant laws.

The for a strong leadership at policy and strategic levels, driven by Commissioners working closely with the Secretariat of the Organisation.

A clear delineation of responsibilities between Commissioners and the Secretariat informed not only by the PFMA but also core principles of human affirmation and creation of enabling environment.

Building a strong organisational culture that speaks to the mandate of the CGE which enables nurtures and affirms those who work for the CGE.

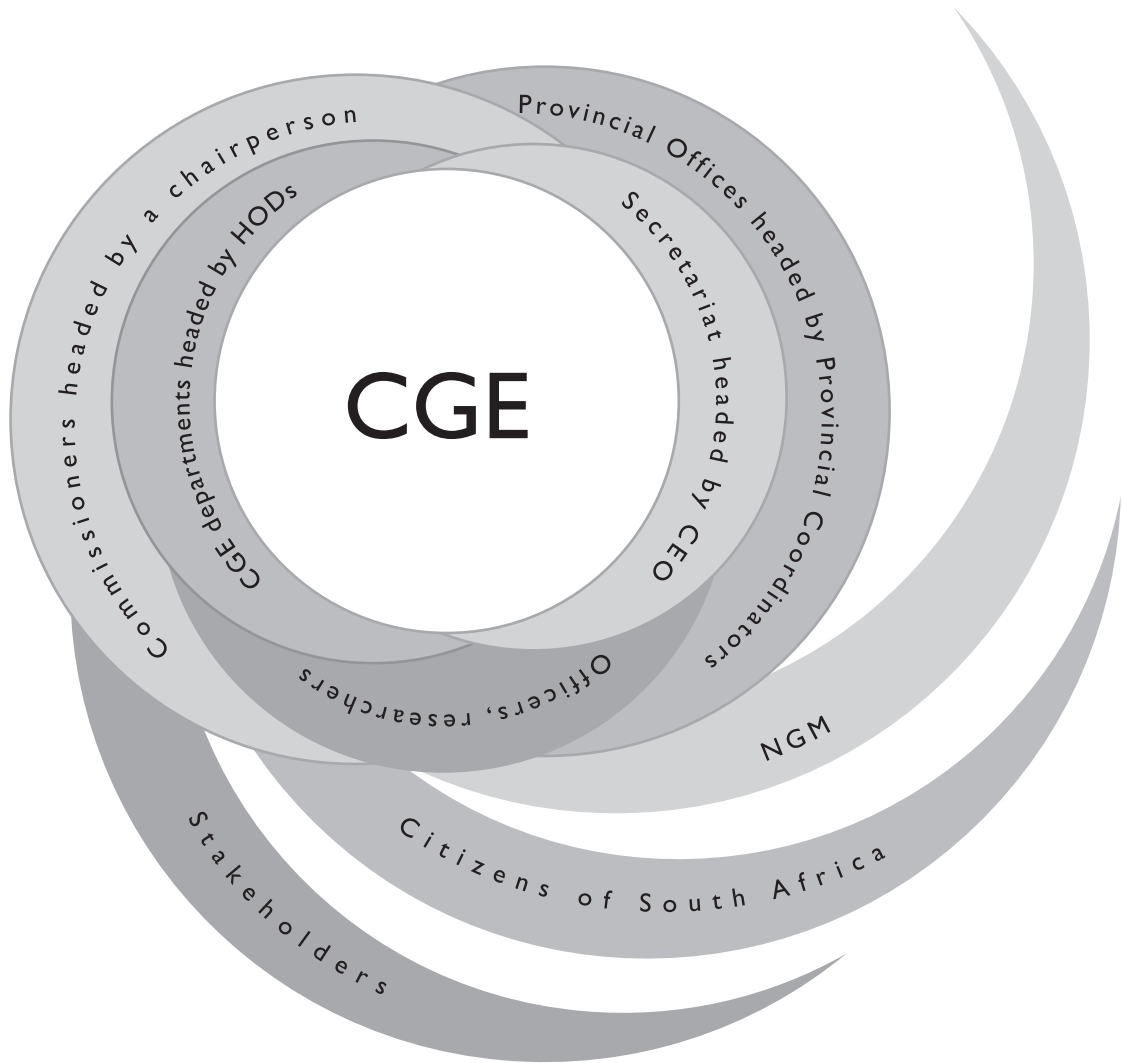
A clear policy and procedures that govern the organisation internally.

It is in this context that we consider the CGE to be on growth path. The Organisational Diagnosis is currently putting in place corrective and organisational building measures, including clear systems, policies and procedures. Our institutional architecture itself is the process of change as the organisation moves from a hierarchical approach to an integrated and shared responsibility approach. This requires a clear turn-around strategy and process. It also requires working with employees of the institution including Management as well as decision-makers in the country.

Change is both exciting and unsettling. The CGE has embraced this in all its complexities. This is an all encompassing process of internal reflection, facilitated by external partners with a clear road map on how best to address the change process.

This launch and repositioning of the CGE occurs at a time when these processes are unfolding. It is not possible to present a fixed organogram as the organisation is in the process of re-alignment, evaluation and defining the best structure and structural processes that will take us to the future.





## **Moving Towards an Integrative Model of Institution Building and Strategic Approach**

The weaknesses of the CGE have been widely publicised. Mostly, those that have been written about have dealt with issues of implementation and follow-through with regards to programmes that have been undertaken.

However, in this strategic plan as well as the self renewal process that the organisation is presently undertaking, the strategic shift and analytical framework is shifting the focus of CGE towards a deeper understanding of conceptual tools as well as towards constructing a coherent institutional approach to issues.

Building on the ongoing work of the CGE as well as the programmes that have been undertaken during the past ten years, this is a phase of consolidation which takes the work of the CGE much further. During this period, we want to closely examine the relationship between qualitative and quantitative work that the CGE is undertaking.

### **The key areas that the Strategic Plan focuses on from an organisational point of view are:**

1. An interdepartmental and cross-cutting approach to each and every issue handled by the CGE is not optional. Simply it must be carried out in order to increase efficacy and the responsible utilisation of resources as well as to understand the connectedness between gender equality issues that are brought to the Commission.

A convenient example would be the issue of primogeniture. Assuming that the CGE received a complaint in this regard and wanted to take it up, a number of internal steps would have to be considered and the particular case would be weighed on the basis of its nature, the strategic intervention required of the CGE as well as the actual processing of the matter. Whilst the matter may fall under the legal department it obviously has a wide-ranging impact which goes beyond legal issues.

The CGE would also need to draw strongly from its research department as well as from other research institutions that function in that particular field, and feed the information into the case. As the process unfolds, the said case will provide a case study for educational materials and tool kits, whilst it will also further strengthen the various organisational institutions that are working on similar matters. The snowball effect will not only be at the level of legal precedence set by a court judgement but will also be felt on the various results, materials and means of knowledge production that may arise out of such a case.

The last and most important phase will of course be the one that follows the processing of the complaint and the legal case, if it comes to that. An evaluation mechanism will show how effective the institution has been and shift the focus from an individual case handling approach to one that allows the organisation as a whole to deal with the different aspects of a particular matter.

One may imagine that since cases of primogeniture touch on various issues, including cultural and economic ones, and even status within the family, this approach will provide a rich and multi-layered strategic intervention.

By adopting this approach an individual complaint handled by the CGE or a specific project will assist us in understanding challenges, including policy, legislation, economic, political and socio-cultural dynamics, when implementing gender equality measures within the broader context of a changing society.

2. Strengthening capacity for policy, legislative initiatives and litigation is one of the areas that the CGE seeks to address in this strategic plan. The CGE ACT is clear that the institution is a juristic person and consequently, the institution possesses all the powers to seek various legal and policy remedies as determined by any given situation. During this past year alone, the CGE has sought to consolidate its litigatory powers in order to assist members of the public not only as *amicus curiae* but also actually to litigate on their behalf should the need arise.

Already, the CGE has assisted with great access in the case of Zandile Mpanza, who lost property and endured public abuse, including being disrobed, because she wore pants in the T-Section of Umlazi. This led to the Magistrate making a finding against the residents who had abused Ms Mpanza and endorsing the rights of men and women to dress in the manner they choose.

Needless to say, the CGE would not have been successful in its case had it not been for the determination of Ms Mpanza to fight against the injustice she had suffered. This is an important aspect of the organisation's approach. In many cases where an entity decides to litigate on behalf of the 'other' it is important to balance this with the rights of the individual, including allowing space for that person to express her- or himself freely, including changing his/her mind. The approach of the CGE is premised on this basic recognition and respect for individual choices and rights.

Litigation is not only expensive; often it also leads to an adversarial approach which is not always necessary. Our understanding of gender equality as premised on the principle of human dignity informs us that no matter how strategic a case may be in our analysis it can never be more important than the individual who is at the centre of the process. Consequently, legal strategy and intervention must be driven by the 'client' even when it may be assumed that she does not know the law – she may not be aware of the technical aspects but knows more than any individual the cost, the context and the role she wishes to play.

Secondly, as we strengthen and refine our capacity to litigate as an institution it is important that we do not lose sight of the larger context of social transformation for the purposes of gender equality.

Thus, the emphasis on taking the initiative to change or develop policy as well as introduce legislation where deemed necessary cannot be sufficiently emphasised. During the coming period, the CGE will undertake an audit in order to identify areas where there may be policy gaps and consider how best to address these.

Currently, the attacks on the so-called foreign nationals prevalent in certain parts of the country also point to a weakness within the public policy system, that is, proper control and understanding of migratory patterns and preparedness to deal with this in the unfolding context of the African continent.

Even so, what will the specific gender considerations that will inform such a policy intervention be? How do men and women experience human movement, dislocation and upheavals that either lead to their relocation or the violent eruptions that the country is witnessing?


To this end, the CGE is already undertaking a study of Human Trafficking and Gender and Migration as part of its themes concerning gender based violence and the link between gender and poverty. Of course, the organisation is conscious of the complexity of human mobility issues and we are wary of an approach that will reduce human movement to trafficking and flight from violence. Studies in this field have already shown its complexity and the limitations of an approach that seeks to pathologise human beings one way or the other.

We recognise not only the complexities but also the fluidity of human movement and seek to understand the gendered implications of these. However, research also shows that where vulnerability may occur, it is often gendered, with women and girl children experiencing the brunt of dislocation. Our involvement would be in the context of policy considerations within the recognised international standards and conventions. Further, the organisation will seek to understand the gendered dynamics, layers of experiences and knowledge that such an analytical framework will require.

3. Building people and organisational capacity is a priority of a learning organisation such as the CGE. Often, emphasis is placed on outputs and the expectations of an institution without closely considering the creation of an enabling environment which will lead to people not only performing better but also being the change agents required by an institution such as the CGE.

This requires a strategic shift that seeks to understand the relationship between the organisation as experienced by those within it, and the organisation that is experienced through its outputs. This calls for a major realignment of people with the values and objectives of the organisation. It therefore goes without saying that the CGE will achieve this objective when it invests in its people, in building a social and cultural capital within the institution.

The shift that the organisation has undertaken in this strategic plan means that capacity for project management at a cross-cutting level must be built through training, opportunities and other forms of capacity building.

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4. Investing in Human Capacity and Resources is an area that the organisation has identified as one for major investment and requires close attention. There are two key elements to this aspect:
- Strategic and focused recruitment of key personnel to ensure that the organisation possesses the capacity to undertake some of the key and challenging projects. The CGE has been dogged by high staff turnover and staff attrition in the history of its existence. Understanding this to be a symptom rather than an actual phenomenon in and of itself, the organisation undertook an organisational diagnosis process that was to study all systems, people skills, people management and organisational process to ensure that before senior posts are filled, we have a clear understanding of the institutional culture and framework.
  - Currently, the indication is that staff attrition is multi-causal, which requires a focussed and structured process. Recommendations from the Organisational Diagnosis process will provide the basis on which we can recruit, restructure and match people, skills and work areas in a much more informed manner.

## CGE COMMISSIONERS' PROFILES



**Nomboniso Gasa**  
Chairperson



**Mfanozelwe Shozi**  
Deputy Chairperson



**Adv. Boogie Khutsoane**  
Commissioner



**Adv. Nomazotsho Memani-Balani**  
Commissioner



**Dr. Tebogo Maitse**  
Commissioner



**Dr. Yvette Abrahams**  
Commissioner



**Janine Hicks**  
Commissioner



**Kenosi Meruti**  
Commissioner



**Roshieda Shabodien**  
Commissioner



**Ndileka Loyilane**  
Commissioner



**Rev. Bafana Khumalo**  
Commissioner



**Dr. Andre Keet**  
Commissioner

## Commissioner's Bionotes

### Nomboniso Gasa (Chairperson)



A political activist against apartheid whose first of many detentions was at age 14 in the former Bantustan, Transkei, with a keen interest on feminisms in Africa. I am pursuing postgraduate research at the University of South Africa's Department of History. My current research focus is primarily on "Ubudoda: The making of a man amongst amaXhosa". This is a feminist study of the process of male initiation, drawing from comparative experience across the continent and other rites of passage, including those undergone by women diviners and spirit mediums. I have previously published on gender, democratisation and political transformation in South Africa and Nigeria (where I worked for several years). I have written and published extensively in newspapers and journals on political and social commentary, culture and identity and development issues.

Portfolios in the CGE:

Committees: Lead Commissioner – National Gender Machinery  
Member: Gender-Based Violence and Information Technology and Communications Committee

Other Positions: Non – Executive Director – Development Bank of Southern Africa  
Development Bank of Southern Africa  
Non- Executive Director – Development Fund - Development Bank of Southern Africa  
Member of Council – Human Sciences Research Council  
Contributing Editor: The Star Newspaper

### Mfanozelwe Shoji (Deputy Chairperson)



My background is in Human rights with specific reference to Gender Equality, Adult Education, and Community Development. In the mid 1990s I worked for a number of NGOs which were involved in Adult Basic Education. My role shifted to gender equality when I joined an NGO working in public participation where I used to run workshops on democracy, gender and community development. In January 2002 I joined the Commission on Gender Equality as a provincial Coordinator for KwaZulu-Natal and Mpumalanga. In June 2005 I joined Correctional Services to chair the Durban Correctional Supervision and Parole Board. I have worked with various organizations in KwaZulu-Natal promoting Gender Justice and democracy. Special attention was and is given in mobilizing men to respect women and fully embrace gender equality in their day to day interaction with women.

I have a BA Degree (University of Natal), Diploma in Business Management (Damelin), Diploma in Adult Basic Education and Training (University of Natal), Bachelor of Technology in Business Administration (Technikon South Africa), Masters in Community Development (University of KwaZulu-Natal)

Portfolios in the CGE:

Deputy Chairperson  
Lead Commissioner: Gender Based Violence Committee,  
Lead Commissioner: Finance Committee  
Member: Human Resource Committee  
Member: Poverty Committee

Other public positions:

Deputy Chairperson: Domestic Violence Assistance Programme

Chairperson: KwaZulu-Natal Men's Forum

### **Dr. Andre Keet**



I am an educator by training and hold a Master Degree in Research Methodology in Education (cum laude) from the University of the Western Cape and a PhD in Education Management, Law and Policy from the University of Pretoria focusing on human rights education. I set up and headed the National Centre for Human Rights Education and Training and later became the Deputy Chief Executive Officer of the South African Human Rights Commission

### **Janine Hicks**



My background is in human rights, democracy and governance issues. I gained insight into inequalities and injustices, particularly in rural communities, through my work in the early 1990's in the NGO sector; and was part of the movement behind preparations on the ground for the 1994 election, and the drafting of our interim Constitution. My role shifted to engaging with new democratic governance structures and systems, where I lead an NGO working with building citizen participation in governance processes, and strengthening community advocacy interventions.

I have carried gender as an area of particular interest and focus throughout my working life, from addressing rural women's access to justice, development and governance, to working to strengthen and mobilize women's organisations and networks, and establishing linkages with women in political institutions. I have an LLB from the former University of Natal, Durban, and an MA in Participation, Development and Social Change from the Institute of Development Studies, University of Sussex.

Portfolios in the CGE:

Lead Commissioner: Gender, Democracy and Good Governance Committee

Member: Legal Committee

Member: Audit Committee

Co-Acting Chief Executive Officer

Other public positions are in the non-profit sector:

Trustee: Board of Trustees, the Valley Trust

Director: Board of Directors, Agenda Feminist Media

Director: Board of Directors, Community Law and Rural Development Centre

### **Kenosi Meruti**



I am zealous about the realization of Gender Equality and the training of young people on issues of Human Rights. I hold an Honours degree in Psychology, currently finalizing a Masters degree in Gender Studies with the University of the Free State. My strong point is working with people, with particular focus being on the development of young women.



Portfolios in the CGE:

Lead Commissioner: Information and Communications Technology Committee  
Lead Commissioner: Procurement (Standing Committee)  
Member: Gender and Poverty Committee  
Member: Gender and HIV/AIDS  
Member: Human Resources (Standing Committee)

Other Public Positions:

Branch Executive Member: Black Management Forum (Northern Cape)  
Administrator: Mmitsa Lephuthing Enterprise

**Roshieda Shabodien**



I work in the community development, gender and women's empowerment sector. I am currently a Commissioner on the Commission for Gender Equality and the Executive Director of the South African Women's Museum as well as a Consultant specializing in the areas of gender equity development, coaching and organizational development.

Portfolios in the CGE

Lead commissioner: HR Committee  
Member: Gender and poverty

Member: Culture, Religion and traditional practices

Member: Complaints and submissions committee

**Nomazotsho Memani**



I am a mother of 3 children, one boy and two girls. I am an admitted advocate of the Supreme Court of South Africa. Part of my work and interest is to deal with Gender Equality and Human Rights Law. I hold a LLB degree. I grew up under the teaching that women's emancipation is the corner stone of the liberation in South Africa. I am not only passionate about Gender Equality and Human Rights Law; in my practice I specialize with Human Rights law. I have written few articles about law in this country and most importantly a draft policy document on Gender Equality under Interim Constitution of 1993.

Portfolios in the CGE

Lead commissioner: Standing Committee on Legal Matters  
Member: Human Resource Committee, Strategic Plan, Monitoring and Evaluation Team.  
Member: Traditional practices, Culture and Religion  
Member: Good Governance and Democracy.

Other Public Positions

Member: National Department of Transport Appeal Tribunal  
Chairperson: Appeals Tribunal of National Department of Social Development  
Member of the South African Veterinary Council; Chair its Tribunal and Disciplinary Hearing  
Chairperson: Property Evaluation Board of Bojanala Region in the North West Province  
Member of Black Lawyers Association  
Member of South African Lawyers Association  
Member of Advocates Group Level 4

## Bafana Gideon Khumalo



I am committed in contributing to the transformation agenda of our society towards a gender equal one. In this quest I focus on the main, on bringing men on board as partners to this vision. I hold a Masters Degree in Theology, University of Natal. I have been involved most of my life in the struggle for justice and equality. I work in the area of Men's health with special reference to HIV, Human Rights and Gender. This includes training on Sexual Reproductive Health, Gender Awareness, Policy Analysis and Development and Advocacy.

### Portfolios at the CGE:

Lead Commissioner: Gender, Culture, Religion and Spiritualities Committee

Member: HR Committee

Member: Gender and HIV / AIDS Thematic Committee

Member: Information Technology and Communication

Member: Strategic Plan, Monitoring and Evaluation Committee

### Other Public Positions:

Co- Director: Sonke Gender Justice Network

Board Member: Ecumenical Service for Social Transformation (ESSET)

Board Member: Ujamaa Centre for Community Development and Research (School of Religion & Theology- University of KwaZulu-Natal)

Board Member: TSET

Parish Pastor: Evangelical Lutheran Church in Southern Africa (Tembisa)

## Ndileka Eumera Portia Loyilane



I am passionate about Development and Human Rights issues especially as they refer to disabled people with a focus on disabled women. I hold a B Com from the University of Fort Hare and a Master of Philosophy in Disability Studies and my strength is in finance and disability issues.

### Portfolios in the CGE:

Lead Commissioner: Gender and HIV/AIDS

Lead Commissioner: Audit Committee

Lead Commissioner: HR Committee

Member: Gender and Poverty Thematic Committee

Member: Procurement Committee

Member: Information Technology and Communication

### Other Public Positions:

Director: Disability Empowerment Concerns

National Treasurer and Chairperson of Eastern Cape Disabled Women's Development Programme:  
Disabled People South Africa

Director: Amathole Economic Development Agency (now "Aspire")

## THEMATIC AREAS

The current strategic approach as indicated in the introduction is premised on an approach that views gender equality in an integrated and holistic manner. It deals with the totality of the human security and dignity of the person. By placing this in the context of our vision - a society free from gender oppression and all forms of inequality - the selection of our thematic areas of focus seeks to make the connections and allow for dynamic flow within the organisation and in its work.

In much literature on gender equality there is a historic and contemporary debate which seeks to break up the dichotomous approach that looks at issues of rights, political participation and socio-economic conditions in a compartmentalised manner. In the CGE, we believe the totality of the person is linked and interconnected in terms of experience, access to justice, freedom from hunger and the many areas where human dignity is affected and undermined. These thematic areas, consequently, speak to each other and support each other as we seek to locate gender inequality firmly within the overall context of a society that is patriarchal and whose history of colonialism and racism continues to be manifested in ways that can seriously undermine the hard won freedoms and reverse the gains that have been made.

In this strategic focus on thematic areas and connectedness of forms of oppression, discrimination and oppression, the CGE is simply echoing the multiple voices of African women and men who write on policy development, historical research, sociology and legal frameworks and

which emphasise the need to move away from the binary approach in which gender equality often tends to be locked. Without a clear contextual framework and a serious effort to undermine the 'boxed in' approach which separates one form of marginalisation from the other, we believe that we will end up with a piecemeal approach. Unfortunately, the dividends of this approach will not match the effort, time, and resources that have been ploughed in. In making these connections between the thematic areas of focus, the CGE attempts to speak to its multiple stakeholders as well as use its resources effectively, more skilfully and in a focused form.

### Outline of thematic areas and programmes

This section documents particular objectives per thematic area, proposed areas of intervention and activities, and indicators through which progress and impact will be measured. Concept papers with regards to the following areas are annexures to the strategic plan, and elaborate further both the conceptual and policy underpinnings of our thematic approach:

1. Gender and poverty
2. Gender based violence
3. Democracy and good governance
4. Gender, culture, religion and tradition
5. HIV/AIDS
6. NGM.

# Gender and Poverty



## Gender and Poverty

### GOAL:

The CGE in partnership with various stakeholders monitors the standards of living and quality of life of South African women, including female headed households. In order to promote job creation and economic opportunities and to balance dependence on social grants, the CGE employs access to land, water, sanitation, transport infrastructure as key entry points. The CGE monitors, researches and educates with respect to government strategies and programmes, particularly at local levels, specifically aimed at poverty eradication. The CGE makes annual submissions with recommendations to Parliament and key departments in this regard.

### OBJECTIVE ONE:

| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT  | KEY PERFORMANCE INDICATORS  |
|---|--|---|
| <p>The CGE, in collaboration with strategic partners, continues to develop a clear conceptual framework for its gender equality and poverty focus - defining possible entries and monitoring points of government poverty reduction policies, strategies and programmes in order to assess the gendered impact of poverty on the quality of life of poor women, including female headed households, bearing in mind the effects of various poverty programmes on global climate change and biodiversity. The CGE will also develop gender sensitive tools of assessment.</p> <p>In order to be thorough, work will focus on one or two key departments a year, in the following order: Land Affairs and Agriculture, Water Affairs and Forestry, Local and Provincial Government, and Transport. Issues regarding climate change and biodiversity will be mainstreamed.</p> | <p>Legal: Head office</p> <p>Identify key precedent setting cases in focus areas of land, water, sanitation or transport infrastructure and act as amicus curiae or in its own right in such cases, in order to develop case law which will improve women's access to key entry points and step up delivery of the socio-economic rights guaranteed in the Constitution.</p> | <p>1 case of national impact,<br/>9 chosen with input from provinces.</p> <p>Active involvement in 10 cases</p> <p>Active involvement in 10 cases</p> <p>Successful outcome of at least 8 out of 10 cases.</p> <p>Clear guidelines as to what constitutes success.</p> <p>Way forward on what to do with unsuccessful cases.</p> <p>Better insights for the next strategic planning phase.</p>  |
|   | <p>Legal: Provinces</p> <p>Actively seek complaints related to key entry points and forward reports on these to head office to guide its decision-making as regards strategic cases</p>  | <p>Increase in number of complaints.</p> <p>Better information for head office concerning the types of problems which commonly occur in key focus areas.</p> <p>Active and involved engagement with poor communities.</p> <p>Successful outcome of majority of complaints: complainant feels assisted.</p> <p>Clear guidelines as to what constitutes success.</p> <p>Way forward on how to handle unsuccessful complaints.</p> <p>Better insights for the next strategic planning phase.</p> |

|  |   |   |
|--|---|---|
|  | <p>PEI: Head office</p> <p>Actively contribute to an informed co-operation between civil society and the state on issues of poverty, particularly with regard to key focus areas.</p>   | <p>Workshop material revised.</p> <p>Workshop material produced.</p> <p>Recommendations for revisions received.</p> <p>1 national workshop.</p> <p>Clear guidelines for evaluation.</p> <p>Better insight for next strategic plan.</p> <p>Completed strategic plan.</p>   |
|  | <p>PEI: Provinces</p> <p>Collaboration with relevant FBOs, civil society, departments and SETAs.</p>  | <p>5 provincial workshops per year on poverty focus areas.</p>  |
|  | <p>Research: Head office</p> <p>Develop a relationship with national state departments working in key focus areas based on respect and mutual co-operation.</p> <p>Ensure the keeping of proper data to enable, e.g., gender budgeting.</p> | <p>2008/2009:</p> <p>A clear statement of baseline data, or guidelines for departmental data collection where gaps have been identified.</p> <p>MOU with DLA and DA for remainder of strategic planning period, preferably signed by both Minister and DGs.</p> <p>2009/2010:</p> <p>A clear statement of baseline data, or guidelines for departmental data collection where gaps have been identified.</p> <p>MOU with DWAF: For remainder of strategic planning period, preferably signed by both Minister and DGs.</p> <p>2010/2011:</p> <p>A clear statement of baseline data, or guidelines for departmental data collection where gaps have been identified.</p> <p>MOU with DPLG for remainder of strategic planning period, preferably signed by both Minister and DG's.</p> <p>Smooth implementation of MOU's with DLA, DA, and DWAF.</p> |

|  |   |   |
|--|---|---|
|  |   | <p>2011/2012:</p> <p>A clear statement of baseline data, or guidelines for departmental data collection where gaps have been identified.</p> <p>MOU with DT for remainder of strategic planning period, preferably signed by both Minister and DG's.</p> <p>Smooth implementation of MOU's with DLA, DA, DWAF, and DPLG.</p> <p>2012/2013:</p> <p>Completed evaluation of clear criteria.</p> <p>New strategic plan.</p>  |
|  | <p>Research: Provinces</p> <p>Develop a relationship with provincial departments working in key focus areas based on respect and mutual co-operation.</p> <p>Ensure the keeping of proper data to enable, e.g., gender budgeting.</p> | <p>2008/2009:</p> <p>A clear statement of baseline data, or guidelines for provincial departmental data collection where gaps have been identified.</p> <p>MOU with provincial DLA and DA and district municipalities and/or unicity for remainder of strategic planning period, preferably signed by both MEC, and provincial DG's, relevant mayors and district municipality managers.</p> <p>2009/2010:</p> <p>A clear statement of baseline data, or guidelines for provincial and local departmental data collection where gaps have been identified.</p> <p>MOU's with provincial DWAF and district municipalities and/or unicity for remainder of strategic planning period, preferably signed by both MEC, and provincial DG's, relevant mayors and district municipality managers.</p> |

|  |  |  |
|--|--|--|
|  |  | <p>2010/2011:</p> <p>A clear statement of baseline data, or guidelines for provincial and local departmental data collection where gaps have been identified.</p> <p>MOU's with provincial DPLG and district municipalities and/or unicity for remainder of strategic planning period, preferably signed by both MEC, and provincial DG's, relevant mayors and district municipal managers and/or unicity municipal managers.</p>  |
|  |  | <p>2011/2012:</p> <p>A clear statement of baseline data, or guidelines for provincial and local departmental data collection where gaps have been identified.</p> <p>MOU's with provincial DT and district municipalities and/or unicity for remainder of strategic planning period, preferably signed by both MEC, and provincial DG's, relevant mayors and district municipality managers and/or unicity municipal managers.</p> |
|  |  | <p>2012/2013:</p> <p>Completed evaluation on clear criteria.</p> <p>New strategic plan.</p>  |



OBJECTIVE TWO:

| KEY METHOD TIED TO THE ACT   | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|--|---|--|
| <p>Using the outcome of objective one, encourage the development and implementation of pilot gender equality and poverty programmes aiming at improving access to key focal points. In two of the provinces, monitoring the achievements of such pilots, and encouraging replication of successful aspects in other provinces.</p> | <p>Legal: Head office:<br/><br/>Working with selected provinces to reach agreement on criteria for selection.</p>   | <p>2010/2011:<br/><br/>MOU signed.</p>   |
|  | <p>Legal: Provinces:<br/><br/>Selected provinces to reach agreement with implementers on criteria for selection.</p>  | <p>2010/2011:<br/><br/>MOU signed.</p>   |
|  | <p>PEI: Head office<br/><br/>Assisting in development of criteria for selection of province (e.g. adherence to National Gender Policy Framework, political will (commissioners), organised strength of civil society)).</p> | <p>2009/2010:<br/><br/>Develop criteria.</p>   |
|  | <p>PEI: Provinces<br/><br/>Making recommendations on selection of province, district municipality and/or unicity.</p>   | <p>2009/2010:<br/><br/>Recommendations made.<br/><br/>2010/2011:<br/><br/>2 workshops held in each selected province.<br/><br/>Buy-in to MOU agreed upon by civil society.</p> |

|  |   |   |
|--|---|---|
|  | <p>Research: Head office</p> <p>Assisting in development of criteria for selection of province (e.g. adherence to National Gender Policy Framework, political will (commissioners), departmental compliance (with baseline study)).</p> | <p>2009/2010:<br/>Recommendations made.</p> <p>2010/2011:<br/>Signed MOU.</p> <p>2011/2012:<br/>Finalised instrument.</p> <p>2012/2013:<br/>Evaluation report.<br/>New strategic plan.</p>                                      |
|  | <p>Research: Provinces</p> <p>Making recommendations on selection of province, district municipality and/or unicity.</p>  | <p>2009/2010:<br/>Recommendations made.</p> <p>2010/2011:<br/>Finalised criteria. MOU signed.</p> <p>2011/2012:<br/>Finalised instrument</p> <p>2012/2013:<br/>Input document from stakeholders.</p> <p>New strategic plan.</p> |

OBJECTIVE THREE:

| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|---|---|--|
| <p>The CGE takes advantage of opportunities to collaborate with the National Treasury and Stats SA on their longitudinal research processes, with a view to ensuring that such studies take into account the impact of poverty on the quality of life of women, including those in female headed households. The outcomes of these studies are used as a basis for developing appropriate strategic responses to poverty linked to gender equality.</p> | <p>Legal: Head office<br/>Reporting on poverty related complaints.</p>  |  |
|   | <p>Legal: Provinces<br/>Processing gender and poverty complaints.</p>   | <p>Audited monthly reports on complaints received on gender and poverty.</p>   |
|   | <p>PEI: Head office<br/>Education on research findings and complaints analysis.</p>   | <p>Public utilise CGE reports.</p>   |
|   | <p>PEI: Provinces<br/>Popularise MDGs to CSOs (link to materials development under objective 1).</p>  | <p>Produce user-friendly reference materials.</p>  |
|   | <p>Research: Head office<br/>1. Collaborate with National and provincial Treasury on its national dynamic study;<br/>2. Collaborate with Stats SA on its poverty and equality study; and<br/>3. Monitoring of poverty reduction strategy (National Economic Development Strategy, MDGs etc.).</p> | <p>National Dynamic study is produced.<br/><br/>Monitoring tool developed.<br/><br/>Reports from 3 spheres of government received timeously and with courtesy.</p> |
|   | <p>PEI: Provinces<br/>Provide provincial input.</p>   |  |

# Gender Based Violence



## Gender Based Violence

### GOAL:

The CGE, cooperating with strategic partners, works towards the creation of a violence-free society by significantly reducing gender-based violence.

### OBJECTIVE ONE:

Ensure that national legislation and policy frameworks comply with all international gender-based violence instruments / protocols to which the South African government is a signatory.

| KEY METHOD TIED TO THE ACT   | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|--|---|--|
| Legal instruments and frameworks (including international and regional instruments and frameworks) Reference to section 11.1c (i)(ii)(iii)(iv) | <p>Work towards government's adoption of the Kopanong and Karradene Declarations as additional operating platforms for approaching gender based violence, including:</p> <ul style="list-style-type: none"> <li>Working with the appropriate cluster or government department to make a submission on the Kopanong and Karradene Declarations to Parliament; and</li> <li>Tracking progress on the process and, where appropriate, providing data.</li> </ul> | Government / Parliament underwrites the Kopanong and Karradene Declarations with key principles integrated into the policies, programmes and plans of action for addressing gender-based violence. |
|  | Put in place a system for monitoring implementation of the Kopanong and Karradene Declaration once adopted.   | Mechanism in place and functioning effectively, for tracking the Kopanong and Karradene Declaration.   |

| KEY METHOD TIED TO THE ACT                          | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS  |
|---|---|---|
|   | <p>The CGE monitor government's implementation of the Sexual Offences Act. This bill is to be passed in December 2007, but commentators say that there are some serious gaps.</p> <p>Development of simplified materials on the Sexual Offences Amended Act and the Domestic Violence Act (procedure to be followed by affected persons).</p> <p>Training on Sexual Offences Act.</p> | <p>The CGE and partners provide qualitative written feedback to Parliament within a given timeframe (say annually) on the effectiveness of the Sexual Offences Act and its implementation. CGE reports on findings to Parliament.</p> <p>The CGE, in partnership, puts in place mechanisms to track the effective implementation of the Sexual Offences Bill, including support to survivors of sexual offences, evaluating the adequacy of services offered by the police and justice department and the adequacy of resources and budget.</p> <p>Trained CGE staff and community on Members.</p> <p>Education officers gain an enhanced understanding of policies</p> |
| <p>Legal instruments and frameworks (continued)</p> | <p>Ensure that South African legislation and policy frameworks comply with all international instruments on Gender-Based Violence I. This will be done through conducting regular compliance audits of legislation that seek to address GBV and providing recommendations for improvement (in partnership).</p>   | <p>A process is in place for regular audits of legislation.</p> <p>A sample of legislation is assessed for compliance with international GBV instruments (including the Domestic Violence Act and the Sexual Offence Bill)</p> <p>In line with the report by the CGE and its strategic partners, Parliament considers/approves recommended amendments to legislation that seeks to address GBV, such as the Domestic Violence Act.</p>  |

OBJECTIVE TWO:

Monitor enforcement legislation seeking to address Gender-Based Violence and improved effectiveness of service delivery.

| KEY METHOD TIED TO THE ACT   | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|--|---|--|
| <p>Ensuring institutional compliance with gender equality through policy and practice in terms of 11.1 a (i-iii); 11.1e (i-ii) A,B &amp; C of the Act,</p> | <p>Develop strategic relationships with SAPS, STATS SA and selected civil society (NGOs) partners to:</p> <ul style="list-style-type: none"> <li>• Monitor GBV statistics and trends;</li> <li>• Ensure that SAPS has put strategies and plans in place for national 'hot spots';</li> <li>• Ensure that an effective mechanism is in place for ongoing monitoring, strategising and ensuring that SAPS improves its services to GBV survivors; and</li> <li>• Make recommendations to Parliament of how legislation and service delivery can be improved.</li> </ul> | <p>Strategic working relationships are established with SAPS, ICD, STATS SA and selected civil society partners and a system of periodic meetings is set in place.</p> <p>Strategic plans in place for 'hot spots' with the monitoring mechanism.</p>  |
|  | <p>In partnership with identified role players, the CGE develops monitoring and evaluation mechanisms for tracking the effectiveness of the Domestic Violence Act as an instrument contributing to the reduction of GBV and makes recommendations as to how practices can be improved.</p>  | <p>Evaluation and monitoring system in place and functioning for tracking legislation (including SAPS and the judiciary).</p> <p>In partnership, production of regular reports on the effectiveness of GBV legal instruments, together with recommendations.</p> <p>The CGE makes submissions to Parliament for improvement of legislation, service delivery and practice.</p> |

| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS  |
|---|---|---|
|   | The CGE to monitor government's and the judiciary's implementation of the Sexual Offences Act.  | <p>The CGE, in partnership, puts in place mechanisms to track the effective implementation of the Sexual Offences Act, including support to survivors of sexual offences, the adequacy of services offered by the police, justice department and courts, and the adequacy of resources and budget.</p> <p>The CGE and partners provide qualitative written feedback to Parliament within a given timeframe (say annually) on the effectiveness of the Sexual Offences Act and its implementation.</p> |
|   | Form strategic partnerships with leading research institutions or individual researchers (with published work) to review legislation and practices.   | Partnership agreements in place defining issues such as deliverables, outcomes, roles and responsibilities.   |
| Ensuring institutional compliance with gender equality through policy and practice in terms of 11.1 a (i-iii); 11.1e (i-ii) A,B & C of the Act. | The CGE registers with the National Law Society for the right of appearance at relevant courts / cases, and utilises more optimally the attorneys / legal officers in the provincial offices. | CGE registered with Law Society.  |
|   | The CGE takes up precedent-setting gender equality cases of public interest.  | CGE takes up a number of precedent-setting public interest cases.   |
|   | Streamline the complaints management process (i.e. domestic violence, sexual offences and sexual harassment) and ensure quick turnaround times.   | <p>Streamlined complaints process in place with a defined turnaround time.</p> <p>Represent the complaints in the equality courts and report on monitoring GBV cases.</p>   |



| KEY METHOD TIED TO THE ACT   | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|--|---|--|
| Continuous research, education and public engagement (Sections 11.1b and 11.1j). | With strategic partners, engage in multi-disciplinary research projects to understand the causes, nature and changing patterns of GBV in order to inform the CGE's intervention strategies / campaigns and for the purposes of general information dissemination. | Comprehensive research report with recommendations on the causes, nature and consequences of GVB is available.   |
|  | With strategic partners, develop and implement a creative programme for the implementation of the 365 Days of Action to End Violence against Women and Children campaign. Put in place report-back mechanism.   | Strategic plan in place for the CGE's role in the 365 Day campaign. CGE monitors and evaluates its implementation and impact.  |
|  | In partnership with the national education department, ensure that the national curriculum promotes gender equality; specifically, non-violence against women.  | Systematic implementation of a cooperation agreement between the CGE and the Education Department  |
|  | Develop a special support programme collaboratively with organisations offering support and services to survivors of GBV (such a programme will take the needs of disabled people into account).  | Special programme is developed.<br><br>Programme is being implemented with clear indicators for success.<br><br>Monitoring mechanism in place and, where appropriate, changes are affected.            |
| Strategic Partnerships (Section 11.1g)   | Work co-operatively with civil society partners in identified GBV campaigns and ensure their effective implementation.  | Partnership agreements in place defining issues such as deliverables, outcomes, roles and responsibilities.<br><br>CGE manages and monitors the effective implementation of the respective agreements. |
| Operational and systems implications / and resource / staff requirements.        | 1.1 Establish a proper database system for registering and tracking information on GBV.   | Database in place and functioning.<br><br>CGE staff fully competent to operate the system.   |

# Democracy and Good Governance



## Democracy and Good Governance

### GOAL:

In partnership with civil society and through improved frameworks and systems for monitoring, evaluation and reporting, the CGE becomes the national authority on compliance with the gender equality legislative and policy framework, gender mainstreaming and good practice.

### OBJECTIVE ONE:

Ensure all national and provincial legislation has been assessed from a gender equality perspective, that implementation of legislation for promoting and protecting gender equality is tracked and monitored, and that women have made qualitative input

| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT  | KEY PERFORMANCE INDICATORS   |
|---|--|--|
| Legal instruments (including international and regional instruments and frameworks – Reference to section 11.1c (i)(ii)(iii)(iv) and public participation in the processes. | <p>Develop and implement a system to ensure that all legislation passing through Parliament and provincial legislatures is scrutinised from a gender equality perspective and complies with relevant adopted international, regional and sub-regional declarations and frameworks, including:</p> <ul style="list-style-type: none"> <li>• Establishment of a panel of experts which can research and produce quality reviews timeously;</li> <li>• Establishment of a tracking system to monitor the flow of legislation and resolve any blockages as speedily as possible; and</li> <li>• Together with strategic partners, identify pre-1994 legislation that affects women and assess what action needs to be taken.</li> </ul> <p>Lobbying with civil society partners for recommendations to be tabled at the NA or NCOP (and provincial legislatures)</p> | <p>Monitoring and submissions protocol developed by the end of the first quarter.</p> <p>Annual targets set for reviews and legislative reviews conducted accordingly.</p> <p>Pre-1994 legislation that affects women identified and recommendations for Law Reform Commission developed.</p> <p>A panel of experts established to conduct research and produce quality reviews timeously.</p> <p>Broad consultation with relevant stakeholder groups conducted to facilitate compiling of submissions.</p> <p>Submissions made from a gender equality viewpoint on all bills and legislation.</p> |

| KEY METHOD TIED TO THE ACT | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|----------------------------|---|--|
|                            |   | <p>A tracking system established to monitor the flow of law-making and take-up of recommendations included in submissions.</p> <p>Records kept of lobbying with civil society partners for recommendations to be tabled at the NA or NCOP (and provincial legislatures).</p> <p>Parliamentary submission on human trafficking developed and presented to Justice Portfolio Committee, and distributed among relevant networks.</p> |
|                            | <p>Put in place a system for tracking and monitoring, in partnership with civil society organisations and other Chapter Nine institutions, the implementation of legislation and make recommendations to Parliament and provincial legislatures for improved implementation of gender equality legislation.</p> | <p>Plan, develop and implement appropriate methodology for tracking and monitoring implementation of legislation.</p> <p>Develop tracking and monitoring reports.</p> <p>CGE comments and makes recommendations on a regular basis to Parliament, NCOP and provincial legislatures on the effective implementation of legislation.</p>   |
|                            | <p>Ensure quality input into and maximising women's participation in key legislative processes at both provincial and national level, report on women's participation in the legislative process and make recommendations regarding how this can be improved.</p>   | <p>Civil society partnerships established to ensure and maximise women's input into law-making processes.</p> <p>Reports available with recommendations on women's participation in the legislative process.</p> <p>Submissions made to NA and NCOP on strengthening women's participation in legislative processes, drawing on provincial offices' inputs.</p> <p>Records available of lobbying with civil society partners.</p>  |

## OBJECTIVE TWO:

The CGE devises a strategy and puts in place (internal) infrastructure and civil society networks to increasingly monitor and track compliance with the gender equality legislative and policy framework by national, provincial and local government.

| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|---|---|--|
| <p>Ensuring institutional compliance with gender equality through policy and practice in term of 11.1 a (i-iii); 11.1e (i-ii) A,B &amp; C of the Act.</p> | <p>Establish and implement a strategy and system to monitor; on an annual basis, the extent to which national, provincial and local government policies promote gender sensitivity and gender equality, and make recommendations to improve policy instruments where necessary.</p> | <p>A sample of cases selected at national, provincial and local level, and across provinces.</p> <p>Policy review conducted according to annual sampling targets.</p> <p>Assessment conducted from a gender perspective of the effectiveness and impact of the selected policy instruments.</p> <p>Report available with recommendations and records of lobbying to improve policy instruments for gender equality.</p> <p>Regularly published case studies to guide implementation, and to cultivate and encourage gender sensitivity, equality and good mainstreaming practices.</p> |
| <p>Continuous research and education in terms of Section 11.1 b. (i) and 11.1. j of the Act.</p>  | <p>Educate targeted samples of government institutions (e.g., 5 district municipalities) to expose them to case studies, gender sensitive data collection tools and various instruments for planning and monitoring gender sensitivity, equality and mainstreaming.</p> <p>1.1</p>  | <p>Educational tools in place for guiding good practice.</p> <p>Selected government officials have participated in training programmes and are able to plan, evaluate and monitor implementation in their organisations.</p> <p>Reports on dialogues and publicity.</p> <p>1.1.1</p>   |

| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|---|---|--|
| <p>Strategic partnerships in terms of Section 11.1g of the Act.</p> | <p>Working collaboratively with civil society partners, monitor government's implementation of gender mainstreaming policy.</p> | <p>Monitoring system in place.</p> <p>Recommendations on policy and practice improvements developed and submitted to provincial and local government, and fed to head office.</p> <p>Strategic partnerships (based on clear MOUs or Terms of Reference and processes) established with civil society to expand capacity of CGE to monitor government's implementation of gender mainstreaming policy.</p> <p>A system developed to monitor and track government's own M&amp;E systems for gender mainstreaming and initiatives to create an enabling environment for women.</p> <p>Recommendations submitted to head office on proposed policy advocacy.</p> <p>Collaborative work conducted with Treasury to ensure gender equality compliance through budgeting.</p> <p>Records of lobbying for enforcement of recommendations maintained and available.</p> |

### OBJECTIVE THREE:

Actively engage the judiciary and the legal sector to promote gender equality and improve the status of women in the judicial system.

| KEY METHOD TIED TO THE ACT   | KEY ACTIVITIES AND OUTPUT  | KEY PERFORMANCE INDICATORS  |
|--|--|---|
| Legal instruments (including international and regional instruments and frameworks – Reference to section 11.1c (i)(ii)(iii)(iv)               | Through networking with appropriate civil society partners, actively engage in current cases with gender implications to analyse how these cases impact on gender equality and women's rights.   | <p>Relevant legal cases selected and protocols followed for engaging with these as amicus.</p> <p>Opinion provided regarding gender implications of precedent setting cases.</p> <p>Documented analysis available of how legal cases perpetuate gender inequality (can be used for educational and lobbying purposes).</p> <p>Findings published (where appropriate).</p>   |
| Continuous research and education in terms of Section 11.1 b. (i) and 11.1. j of the Act.  | <p>The CGE, with strategic partners, develops and rolls out a national capacity building strategy to raise awareness among magistrates and court officials of key gender legislation and works with them towards becoming more gender sensitive.</p> <p>Registered standards and qualifications for legal professionals reviewed from a gender perspective. Recommendations developed and submitted.</p> <p>Annual review of implementation of the legal charter and the promotion of an enabling environment for women in the sector: Review to assess women's representation on various benches.</p> | <p>National capacity building campaign for magistrates rolled out with strategic partners. (Alternatively, gender sensitivity training has been inserted into existing accredited training for magistrates).</p> <p>With strategic partners and universities, capacity building opportunities offered to legal professionals to improve their understanding of gender equality legislation and gender sensitivity.</p> <p>Review conducted and recommendations developed and submitted.</p> <p>Annual report produced and presented to appropriate stakeholders.</p> <p>Recommendations and strategy for implementation available to ensure increasing representation of women in various benches and increased gender sensitivity.</p> |
| Ensuring institutional compliance with gender equality through policy and practice in term of 11.1 a (i-iii); 11.1e (i-ii) A,B & C of the Act. | The CGE actively participates in the annual equality review (of which the Human Rights Commission is the custodian and the Department of Justice (which provides coordination)), and equality court monitoring.  | <p>Annual assessment available of the equality courts in terms of clear criteria.</p> <p>Developed recommendations available with a strategy to implement these with a view to ensuring gender equality compliance in equality courts.</p> <p>Information provided to the DoJ for inclusion in the publication of the annual equality review.</p>   |

#### OBJECTIVE FOUR:

Drawing on Employment Equity information from the Department of Labour, the CGE uses its full powers to review the policies and practices in business in the private sector, tertiary institutions and statutory bodies in order to ensure compliance with the gender equality legislative and policy framework.

| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS  |
|---|---|---|
| Ensuring institutional compliance with gender equality through policy and practice in terms of 11.1 a (i-iii); 11.1e (i-ii) A,B & C of the Act. | Establish and implement an effective strategy and system to annually review and monitor the gender equality policies and programmes of a sample of businesses, tertiary institutions, private and statutory bodies, drawing on Employment Equity reports. | <p>A strategy to conduct an annual review developed.</p> <p>A system to review and monitor gender equality within private businesses, the public sector and statutory bodies is in place.</p> <p>A sample of equity reports is assessed and tracked over a period.</p> <p>A strategy for increasing sample sizes on an annual basis is developed.</p> <p>Recommendations available, with a strategy for implementation, to both the Employment Equity Commission of the Dept. of Labour regarding the appropriateness of their reporting format and system and the analysis of such information, and to Parliament.</p> |
| Ensuring institutional compliance with gender equality through policy and practice in terms of 11.1 a (i-iii); 11.1e (i-ii) A,B & C of the Act. | In partnership with the Dept. of Labour; develop strategies, systems and monitor mechanisms to enforce compliance with gender equality legislation and the policy framework appropriate to various sectors.   | <p>Sector-appropriate strategies are developed to increase compliance with gender equality legislative and policy framework.</p> <p>An annual report is available on the status of gender equality compliance and is presented to the EEC.</p>  |
| Continuous research and education in terms of Section 11.1 b. (i) and 11.1.j of the Act.  | <p>Conduct research on the impact of BEE policy and legislation on black women and gender equality.</p> <p>Develop a gender code for BEE deals and lobby for this.</p>  | <p>A sample of BEE deals is identified and assessed from a gender perspective.</p> <p>A report is available on the impact of BEE policy and legislation on black women and gender equality. A gender code for BEE deals has been developed and appropriately lobbied for.</p>   |
|   | Education and information strategy developed and implemented to enhance the implementation of gender equality legislation and policies in the workplace.  | <p>Education and information strategy is available together with a roll-out plan and budget.</p> <p>Appropriate information and training material is developed, which may include best practice case studies, if appropriate.</p> <p>Assessment of the impact of the strategy is available.</p>   |



## OBJECTIVE FIVE:

Effective engagement with the media and advertising agencies with a view to enabling these institutions to become more gender sensitive and to increase women's representation within these businesses/ institutions.

| KEY METHODS TIED TO THE ACT   | KEY ACTIVITIES AND OUTPUT  | KEY PERFORMANCE INDICATORS  |
|---|--|---|
| Ensuring institutional compliance with gender equality through policy and practice in terms of I.I.I a (i-iii); I.I.Ie (i-ii) A,B & C of the Act. | Develop and ensure the effective implementation of a creative strategy and system for engaging the media and advertising agencies to promote gender sensitivity and equitable representation of women.                                   | A strategy and system is developed for media and advertising institutions with the necessary resource allocation.   |
|   | Conduct a review (using the Employment Equity information as a baseline) of media compliance with regard to gender equality and women's representation in media institutions. Develop advocacy recommendations based on survey findings. | Review report with recommendations widely disseminated.<br><br>Feedback provided to surveyed institutions through presentations on findings and dialogues on recommendations. |
|   | Monitor the Advertising Standards Authority – Complaints and Appeals Committee, making submissions and lobbying where necessary.   | Availability of records of responses to complaints lodged in response to media content.   |

## OBJECTIVE SIX:

The CGE and its strategic and civil society partners hold political parties accountable to their election manifesto promises and challenge political parties to adopt a policy of 50/50 representation of women in politics, including leadership positions, to ensure greater representation and effective participation of women

| KEY METHODS TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS  |
|--|---|---|
| Ensuring institutional compliance with gender equality through policy and practice in terms of 11.1 a (i-iii); 11.1 e (i-ii) A,B & C of the Act. | Engage with political parties regarding constitutional, regional and international obligations to promote gender equality and women's representation.   | Report compiled on parties' responses to 50/50 campaign, and internal human resource policies of political parties available (incl. sexual harassment and the support provided particularly to women MPs and staff).<br>Representation statistics published prior to the election in 2009. Findings disseminated among appropriate stakeholders in the provinces.<br><br>Recommendations to Parliament and political parties are accepted and integrated into internal policy frameworks. |
|  | <p>Convene political dialogues with political parties and civil society stakeholders on party manifestos and the promotion of gender equality.</p> <p>Gather data and analyse the extent to which political parties' election manifestos state measures towards reaching gender equality and women's representation.</p> <p>Call on all political parties to explain how their policies and programmes of action will promote gender equality and women's participation, and improve the lives of women.</p> <p>Engage with the 50/50 campaign stakeholders on this initiative.</p> | <p>Dialogues convened and publicised in the media.</p> <p>Public statements of commitment obtained from political parties on promoting gender equality and increasing women's commitment.</p> <p>MOU signed with 50/50 stakeholders.</p>  |
|  | Undertake awareness and education drives to reach women in political institutions regarding their rights, and avenues to use in lodging complaints of gender discrimination and GBV. Facilitate the laying of complaints where appropriate.   | <p>Complaints lodged with CGE from women in political institutions. Cases analysed and trends reported to head office for advocacy response.</p> <p>Monitoring mechanism is in place and MPs and staff make effective use of such measures.</p>   |

# Gender: Culture, Religion and Traditional Practices



## Gender: Culture, Religion and Traditional Practices

### GOAL:

The CGE evaluates the role which South African cultures, religion and traditions play in contributing towards gender inequality, works towards rectifying these inequalities and puts in place mechanisms for the ongoing monitoring of gender equality transformation.

| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|---|---|--|
| <p><b>OBJECTIVE ONE:</b></p> <p>Develop innovative campaign/s, in conjunction with civil society partners and where appropriate, government, to raise awareness among women and traditional leaders about the mandate of the CGE, women's rights and gender equality. Where applicable, adopt a targeted approach in terms of rural and/or informal settlements with the CGE taking up legal test cases to further raise awareness.</p> | <p>Head office</p> <p>Establishment of team of experts: legal experts, civil society, religious and spiritual practitioners; to help develop a framework for the CGE's approach on the theme of Culture, Religion, Tradition and Spiritualities in the Southern African context.</p> <p>Facilitate a meeting with the National House of Traditional Leaders (NHTL) to develop a working relationship on gender matters.</p> <p>Identify enacted legislation at National Parliament and Provincial legislatures.</p> <ol style="list-style-type: none"> <li>Customary Marriages;</li> <li>Muslim Personal law, Hindu, Jewish &amp; related;</li> <li>Law of Inheritance, Primogeniture;</li> <li>Traditional Leadership Amendment Act;</li> <li>Virginity testing and other practices;</li> <li>Land Restitution etc.;</li> <li>Male Circumcision related legislation;</li> <li>Research with recommendations on FGM; and</li> </ol> | <p>A policy position;<br/>Strategy; and<br/>A descriptive pamphlet.<br/>An MOU, Task Team and a report.<br/>Subpoena, mediation and out of court settlements.<br/>Litigation on behalf of the victims.<br/>Policy/ law monitoring and reform.<br/>A report with recommendations on policy / legislation<br/>An MOU, report and Task Team</p> |

|  |   |   |
|--|---|---|
|  | <p>i. A conference on Widowhood.</p> <p>Facilitate a meeting with religious leaders and related stakeholders to foster a working relationship that seeks to foreground the gender transformation agenda.</p> <p>3. Identify cultural, religious and traditional practices that are unconstitutional and make recommendations.</p> <p>4. Facilitate, with stakeholders, a men's programme that seeks to mobilise the sector to participate progressively on gender transformation.</p> | <p>Policy and law reform</p> <ul style="list-style-type: none"> <li>- A policy on working with men.</li> <li>- A clear programme flowing from the policy.</li> <li>- A working group on the subject.</li> </ul> |
|  | <p>Provinces</p> <p>Provincial legal officers to assist in compiling data in terms of complaints received by CGE.</p>   | <p>Subpoena, mediation and out of court settlements.</p> <p>Litigation on behalf of the victims.</p> <p>Policy/ law reform processes.</p>   |
|  | <p>Head office</p> <p>Tailor strategies for different cultures, religions and traditions.</p> <p>Pick up on Karridene outcomes. CGE national department to convene a national dialogue for internal staff to ensure that all CGE staff have a shared understanding and shared vision regarding the outcomes of the work of the Task Team of experts referred to above.</p>  | <p>Outreach at national and local levels.</p> <p>Collaborate with faith based, traditional healers and traditional authorities.</p>   |

|  |   |   |
|--|---|---|
|  | <p>Provinces</p> <p>Issue-based dialogues e.g. patriarchy, FGM, circumcision/initiation.</p> <p>Conduct training (train the trainer) programmes for traditional healers, faith-based leaders and traditional leaders.</p> <p>Liaise with the Commission on Culture, Religion and Linguistics Communities to share CGE's approach on these issues.</p> <p>Education initiatives for communities regarding culture, religion and tradition.</p> <p>Workshops, seminars, dialogues or conferences subject to the outcomes of research audit vs needs analysis.</p>           | <p>Reports on dialogues and publicity for the CGE.</p> <p>Outreach at national and local levels.</p> <p>Collaborate with faith based traditional healers and traditional authorities regarding processing of complaints.</p> <p>An MOU and a Task Team to continuously engage.</p> <p>Reports from workshops, dialogues, campaigns or conferences conducted.</p>                              |
|  | <p>Head office</p> <p>Influence curriculum of higher learning institutions (together with PEI) on the subject of gender culture, religion, tradition and spiritualities.</p> <p>Develop monitoring tools for research, including media analysis tool.</p> <p>Take outcome of widowhood conferences to participants, Parliament and provincial legislatures, and consider law reform recommendations (with Legal)</p> <p>CGE national and provincial office to undertake an internal and external audit of all work carried out in terms of the overall thematic area.</p> | <p>Gender sensitive curriculum with CGE points of reference.</p> <p>Monitoring tools developed.</p> <p>Media monitoring tools developed:</p> <ul style="list-style-type: none"> <li>- Policy/law reform process.</li> <li>- Media briefing</li> <li>- Opinion piece</li> <li>- Articles for publication.</li> </ul> <p>Audit findings used to further CGE work in terms of PEI and Legal.</p> |
|  | <p>Provinces</p> <p>Conduct provincial research.</p> <p>Partnerships with relevant communities should be forged.</p> <p>Research findings should be presented to the relevant community, and to provincial legislatures and local councils, especially regarding acknowledgement of community involvement.</p>  | <p>Report on findings and sharing the findings with stakeholders.</p>   |

| KEY METHOD TIED TO THE ACT   | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|--|---|--|
| <p><b>OBJECTIVE TWO</b></p> <p>To engage the religious sector, civil society organisations, faith based organisations, traditional leaders and traditional healers to develop a strategy to change gender perceptions, increase women's representation, and become more gender sensitive in implementing their respective mandates.</p>  | <p>Head office</p> <p>Develop a national awareness raising strategy (workshops, campaign and seminars), communication and marketing strategy in line with the outcomes of the audit.</p>                        | <p>Developed awareness raising, marketing and communications strategy.</p>   |
|  | <p>Provinces</p> <p>Implement the national awareness raising strategy (workshops, campaign and seminars).</p>   | <p>Implemented comprehensive strategy.</p>   |
|  | <p>Head office</p> <p>Strengthening and establishing partnerships with relevant stakeholders through the CGE communications department in developing a communication and marketing strategy.</p>                | <p>Collaborative work.</p> <p>Strategic partnerships.</p> <p>Communication and marketing strategy implemented.</p> |
|  | <p>Provinces</p> <p>Strengthening and establishing partnerships with relevant stakeholders.</p>   | <p>Collaborative work.</p> <p>Strategic partnerships.</p>  |
| <p><b>OBJECTIVE THREE</b></p> <p>The CGE, following the creation of a conducive environment as envisaged in objectives one and two above, to develop instruments and monitoring mechanisms for reviewing, among others, gender policies and practices, women's participation and representation and changes in institutional culture, attitudes and perceptions in faith-based, traditional and cultural institutions.</p> | <p>Head office</p> <p>Engage with SA Law reform commission to repeal/amend Black Administration Act and other related legislation.</p> <p>Consider what policy or legislative initiation CGE can undertake.</p> | <p>Policy and Law Reform.</p>  |
|  | <p>Provinces</p> <p>Provinces have already informed this process in objective 1.</p>  |  |

# Gender: HIV/AIDS





## Gender: HIV/AIDS

### GOAL ONE:

Noting that the South African government is a signatory to the 2001 UN Declaration of Commitment on HIV/AIDS and has pledged to create multi-sectoral strategies to reduce women's and girl's vulnerabilities to the pandemic, the CGE is to monitor and make recommendations on the gendered responsive nature of the existing HIV/AIDS legislation and programmes in terms of prevention, care, treatment and support.

### OBJECTIVE ONE:

The CGE assesses, in policy and implementation terms, the extent to which the Broad Framework for HIV/AIDS and STI Strategic Plan for South Africa 2007-2011 reduces women's and the girl child's vulnerability to HIV/AIDS.

| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT  | KEY PERFORMANCE INDICATORS   |
|---|--|--|
| Legal instruments (including international and regional instruments and frameworks – Reference to section 11.1c (i)(ii)(iii)(iv) and public participation in the processes. | Using international benchmarks such as the UN Declaration of Commitment on HIV/AIDS, the CGE assesses government's commitment to reducing women's vulnerability to HIV/AIDS as reflected in the Broad Framework for HIV/AIDS and STI strategic Plan for South Africa 2007-2011 by: <ul style="list-style-type: none"> <li>• appointing a research team with a clear brief;</li> <li>• developing a quality research report identifying gaps and shortcomings in the strategic plan and making recommendations as to how it can be improved;</li> <li>• making recommendations to the Department of Health and Parliament on how the framework can be improved from a gender perspective and on reducing the vulnerability of women.</li> </ul> | Research team appointed.<br><br>Quality research conducted contained in a written report with recommendations.<br><br>Recommendations tabled, accepted and integrated into the strategic planning framework. |
| Ensuring institutional compliance with gender equality through policy and practice in terms of 11.1 a (i-iii); 11.1e (i-ii) A,B & C of the Act.                             | Using a sample of HIV/AIDS test cases covering prevention, care, treatment and support components in selected provinces, the CGE monitors gender equality compliance and the extent to which government programmes protect vulnerable women and girls.   | Sample test cases selected for monitoring.<br><br>Partnership with NGOs and civil society organisations established.   |

| KEY METHOD TIED TO THE ACT | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS  |
|----------------------------|---|---|
|                            |   | <p>Custom made monitoring tools developed.</p> <p>Monitoring process designed and implemented.</p> <p>Quality research report with findings.</p>  |
|                            | Use research report (1.2) and findings to develop a targeted education campaign.  | Education campaign developed targeting the appropriate audience.  |
|                            | <p>In partnership, develop a specific programme and, in selected provinces, sample monitor the conditions under which HIV/Aids caregivers operate.</p> <p>Evaluate the success of the programme and if successful, make recommendations for how it can be expanded.</p> | <p>Programme developed for a selection of provinces with an operational system.</p> <p>Programme implemented as a pilot project with a sample of cases.</p> <p>Partners recruited.</p> <p>Quality research report.</p> <p>Programme review report with recommendations.</p> |
|                            | Make recommendations to the Department of Health and Parliament on the conditions and needs of HIV/Aids caregivers.   | Recommendations to Department of Health and Parliament incorporated into policies, strategies and programmes for caregivers.  |

#### OBJECTIVE TWO:

The CGE develops a strategy for ensuring that work undertaken by theme committees and programmes at both national and provincial levels has been reviewed from an HIV/Aids gendered perspective.

| KEY METHOD TIED TO THE ACT                            | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS  |
|---|---|---|
| Continuous research, education and public engagement. | Develop a strategy for supporting the CGE theme committees and programmes to review their work and programmes from and Gender HIV/Aids perspective. | <p>Strategy developed.</p> <p>Results of the Gender HIV/Aids perspective incorporated in the work of all CGE Committees (as reflected in concept papers).</p> |

NGM



## NGM

### GOAL:

The National Gender Machinery consists of an integrated framework and set institutional structures established to monitor, promote and mainstream gender equality in all policies, programmes of government (at all levels) and the National Assembly.

The main thrust of the CGE's work in this thematic area is manifold. Firstly, it has to work as part of the National Gender Machinery. Secondly it must monitor the implementation, development and efficacy of the National Gender Machinery at all levels. Thirdly, the CGE must use its mandate to remove blockages to effective establishment and implementation of the NGM. Fourthly, the CGE must draw attention to the links between the national legal instruments and policies and the international conventions to which South Africa is party.

## OBJECTIVE ONE:

The CGE must work effectively within and as part of the National Gender Machinery in order to maximise efficacy, accountability and strengthen the NGM.

| KEY METHOD TIED TO THE ACT   | KEY ACTIVITIES AND OUTPUT  | KEY PERFORMANCE INDICATORS   |
|--|--|--|
| <p>Review the National Gender Policy Framework with the aim of strengthening it and changing it from a policy framework to a National Gender Equality ACT.</p> <p>Synergising and connections with legal instruments (including international and regional instruments and frameworks – Reference to section 11.1c (i)(ii)(iii)(iv) and public participation in the processes.</p> | <p>Undertake a systematic and comparative study of the South African National Gender Policy Framework – looking at countries that have promulgated national gender equality ACTs and assessing the gaps in the policy framework.</p> <ul style="list-style-type: none"> <li>• Establishment of a panel of experts and competent people to research and review the national gender policy framework.</li> <li>• CGE to lead other NGM partners in the political and public buy-in of the review.</li> </ul> <p>Develop and implement a system to ensure that even before legislation is tabled in Parliament it has gone through the ‘gender lens’ at various levels, departmental and finally through the National Gender Equality Act so as to ensure that all legislation brought to Parliament will be consistent with the said Act and complies with international Conventions, Declarations, CEDAW and the National Gender Policy ACT.</p> <ul style="list-style-type: none"> <li>• Establishment of a tracking system to monitor consistency of Gender Equality ACT and regional and international instruments.</li> </ul> | <p>Establishment of the National Gender Policy Framework Review Team, comprising all the NGM Partners and stakeholders and led by the CGE.</p> <p>Clear review targets set for NGM partners and their administrative and political principals.</p> <p>Clear and agreed time-frames on steps, processes and finalisation of the review.</p> <p>Broad consultations with relevant stakeholders through submissions, public hearings and workshops in provinces and local municipalities.</p> <p>Submission of the proposed ACT to Parliament as a CGE initiated piece of legislation .</p> <p>Passing of the National Gender Equality Act.</p> <p>A system established to monitor the connections between the CGE ACT and international instruments relevant to gender equality.</p> |

## OBJECTIVE TWO:

The CGE monitors establishment, implementation and efficacy of the National Gender Machinery at all levels – including PGM and LGM and GFPS.

| KEY METHOD TIED TO THE ACT   | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|--|---|--|
| <p>Examine the establishment of different arms of the NGM at levels, including within government departments as well as in all tiers of government.</p> <p>Ensuring institutional compliance with gender equality through policy and practice in terms of 11.1 a (i-iii); 11.1e (i-ii) A,B &amp; C of the Act.</p> | <p>Establish and implement a strategy and system to monitor, on an annual basis, the extent to which national, provincial and local government policies promote gender sensitivity and gender equality, and make recommendations to improve policy instruments where necessary.</p> | <p>Assess existence, location and resourcing of a sample of cases selected at national level, of the different arms of the NGM.</p> <p>Examine the meanings and implications of the location of the NGM structures in government departments and provinces.</p> <p>Make recommendations on mainstreaming practices within government and other levels in which the NGM operates.</p> |

OBJECTIVE THREE:

To actively assess compliance with international protocols, conventions and treaties.

| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT  | KEY PERFORMANCE INDICATORS  |
|---|--|---|
| <p>Assess the extent to which South Africa complies with international platforms, conventions, treaties and protocols.</p> <p>Undertaking research on the best practices and identifying gaps in the country.</p> | <p>Through networking with appropriate civil society partners, actively engage in current cases with gender implications to analyse how these cases impact on gender equality and women's rights.</p> <p>Lobby for adequate preparation for international meetings and for a, including CSW.</p> <p>Ensure that within the country, there are adequate preparations and that presentations by government are fully debated within the country.</p>   | <p>Relevant legal cases selected and protocols followed for engaging with these as amicus.</p> <p>Opinion provided regarding gender implications of precedent setting cases.</p> <p>Documented analysis available of how legal cases perpetuate gender inequality (can be used for educational and lobbying purposes).</p> <p>Findings published (where appropriate).</p>   |
| <p>Continuous research and education in terms of Section 11.1 b. (i) and 11.1. j of the Act.</p>  | <p>The CGE, with strategic partners, develops and rolls out a national capacity building strategy to raise awareness among magistrates and court officials of key gender legislation and works with them towards become more gender sensitive.</p> <p>Registered standards and qualifications for legal professionals reviewed from a gender perspective. Recommendations developed and submitted.</p> <p>Annual review of implementation of the legal charter conducted and the promotion of an enabling environment for women in the sector. Review to assess women's representation on various benches.</p> | <p>National capacity building campaign for magistrates rolled out with strategic partners. (Alternatively, gender sensitivity training has been inserted into existing accredited training for magistrates.)</p> <p>With strategic partners and universities, capacity building opportunities offered to legal professionals to improve their understanding of gender equality legislation and gender sensitivity.</p> <p>Review conducted and recommendations developed and submitted.</p> <p>Annual report produced and presented to appropriate stakeholders.</p> <p>Recommendations and strategy for implementation available to ensure increasing representation of women in various benches and increased gender sensitivity.</p> |

| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
|---|---|--|
| Ensuring institutional compliance with gender equality through policy and practice in term of 11.1 a (i-iii); 11.1e (i-ii) A,B & C of the Act.  | The CGE actively participates in the annual equality review (of which the Human Rights Commission is the custodian) and the Department of Justice (who provides coordination), and equality court monitoring.   | <p>Annual assessment available of the equality courts in terms of clear criteria.</p> <p>Recommendations devised made available with a strategy to implement these with a view to ensuring gender equality compliance in equality courts.</p> <p>Information provided to the DoJ for inclusion in the publication of the annual equality review.</p>   |
| KEY METHOD TIED TO THE ACT  | KEY ACTIVITIES AND OUTPUT   | KEY PERFORMANCE INDICATORS   |
| Ensuring institutional compliance with gender equality through policy and practice in terms of 11.1 a (i-iii); 11.1e (i-ii) A,B & C of the Act. | Establish and implement an effective strategy and system to annually review and monitor the gender equality policies and programmes of a sample of businesses, tertiary institutions, private and statutory bodies, drawing on Employment Equity reports. | <p>A strategy to conduct annual review developed.</p> <p>A system to review and monitor gender equality within private businesses, the public sector and statutory bodies is in place.</p> <p>A sample of equity reports is assessed and tracked over a period.</p> <p>A strategy for increasing sample sizes on an annual basis is developed.</p> <p>Recommendations available, with a strategy for implementation, to both the Employment Equity Commission of the Dept. of Labour regarding the appropriateness of their reporting format and system and the analysis of such information, and to Parliament.</p> |
| Ensuring institutional compliance with gender equality through policy and practice in terms of 11.1 a (i-iii); 11.1e (i-ii) A,B & C of the Act. | In partnership with the Dept. of Labour, develop strategies, systems and monitor mechanisms to enforce compliance with gender equality legislation and the policy framework appropriate to various sectors.   | <p>Sector-appropriate strategies are developed to increase compliance with gender equality legislative and policy framework.</p> <p>An annual report is available on the status of gender equality compliance and presented to the EEC.</p>  |



| KEY METHOD TIED TO THE ACT   | KEY ACTIVITIES AND OUTPUT  | KEY PERFORMANCE INDICATORS  |
|--|--|---|
| <p>Continuous research and education in terms of Section 11.1 b. (i) and 11.1. j of the Act.</p> | <p>Conduct research on the impact of BEE policy and legislation on black women and gender equality.</p> <p>Develop a gender code for BEE deals and lobby for this.</p> | <p>A sample of BEE deals is identified and assessed from a gender perspective.</p> <p>A report is available on the impact of BEE policy and legislation on black women and gender equality. A gender code for BEE deals has been developed and appropriately lobbied for.</p>                   |
|  | <p>Education and information strategy developed and implemented to enhance the implementation of gender equality legislation and policies in the workplace.</p>        | <p>Education and information strategy is available together with a roll-out plan and budget.</p> <p>Appropriate information and training material is developed, which may include best practice case studies, if appropriate.</p> <p>Assessment of the impact of the strategy is available.</p> |

## CONCLUSION

As evident from the foregoing, this strategic plan presents a considered and analytical process aimed at taking the CGE to the next phase of its growth. Central to the strategic direction is the linkage between conceptual, contemporary analysis and an effective intervention in any area of the work of the CGE to ensure that there is organisational coherence and that the resources are utilised in an effective manner.

Any strategic re-engineering and refocusing of an organisation calls for a pause to evaluate, interrogate and examine both the state of health and productivity of the organisation and assess whether the machinery and human resources that exist are properly aligned in order to embark on the journey forward. The CGE has begun this process and the preliminary results of the Organisational Diagnosis process reveal areas of strength and weakness, but above all our partners through this process are working closely with us to develop, strengthen and readjust some of our systems, policies and processes to reflect an organisation whose mandate and philosophy is the fundamental transformation of unequal gender relations.

The areas of work and the strategic approach outlined in this document furnish a compass and basis on which to continue the work of strengthening the CGE as well as of bringing it closer to its multiple constituents. This strategic plan presents a dynamic and living process that the CGE has embarked upon. We trust that through this approach our partner policy principals and various constituents will obtain greater clarity regarding who we are as an institution – but above all will draw closer to the CGE and take ownership of this organisation, so important to all of us in South Africa.

# Budget



Commission for Gender Equality

A society free from gender oppression and inequality

# BUDGET

| MTEF - FINANCIAL YEAR 2008/2009 |  |               |               |               |                |
|---------------------------------|--|---------------|---------------|---------------|----------------|
| Expense Category                | Classification                           | 2008/2009     | 2009/2010     | 2010/2011     | 2011/2012      |
| Basic Operations                |  | 20,801,515.00 | 22,673,651.35 | 24,487,543.46 | 26,446,546.93  |
|                                 | Advertising & Promotions                 | 2,000,000.00  | 2,180,000.00  | 2,354,400.00  | 2,542,752.00   |
|                                 | Bank Charges                             | 150,000.00    | 163,500.00    | 176,580.00    | 190,706.40     |
|                                 | Cleaning & Municipal Services            | 892,000.00    | 972,280.00    | 1,050,062.40  | 1,134,067.39   |
|                                 | Communications                           | 900,000.00    | 981,000.00    | 1,059,480.00  | 1,144,238.40   |
|                                 | Computer Services                        | 1,556,305.00  | 1,696,372.45  | 1,832,082.25  | 1,978,648.83   |
|                                 | Consulting & Professional Services       | 43,065.00     | 46,940.85     | 50,696.12     | 54,751.81      |
|                                 | Consumable Goods & Materials             | 246,180.00    | 268,336.20    | 289,803.01    | 312,987.34     |
|                                 | Courier & delivery services              | 147,000.00    | 160,230.00    | 173,048.40    | 186,892.27     |
|                                 | Entertainment                            | 593,175.00    | 646,560.75    | 698,285.61    | 754,148.46     |
|                                 | External Audit Fees                      | 2,000,000.00  | 2,180,000.00  | 2,354,400.00  | 2,542,752.00   |
|                                 | Legal Costs                              | 384,615.00    | 419,230.35    | 452,768.78    | 488,990.28     |
|                                 | Maintenance of Equipment                 | 117,150.00    | 127,693.50    | 137,908.98    | 148,941.70     |
|                                 | Operating Lease                          | 1,058,970.00  | 1,154,277.30  | 1,246,619.48  | 1,346,349.04   |
|                                 | Printing, Stationery & Publishing        | 5,040,000.00  | 5,493,600.00  | 5,933,088.00  | 6,407,735.04   |
|                                 | Rent Paid                                | 76,065.00     | 82,910.85     | 89,543.72     | 96,707.22      |
|                                 | Rentals                                  | 30,345.00     | 33,076.05     | 35,722.13     | 38,579.90      |
|                                 | Security & related Services              | 1,000,000.00  | 1,090,000.00  | 1,177,200.00  | 1,271,376.00   |
|                                 | Strategic Plans & Teambuilding Workshops | 65,505.00     | 71,400.45     | 77,112.49     | 83,281.48      |
|                                 | Subscriptions                            | 2,326,830.00  | 2,536,244.70  | 2,739,144.28  | 2,958,275.82   |
|                                 | Travel & Accommodation                   | 313,170.00    | 341,355.30    | 368,663.72    | 398,156.82     |
|                                 | Vehicle expenses                         | 1,861,140.00  | 2,028,642.60  | 2,190,934.01  | 2,366,208.73   |
|                                 |  |               |               |               |                |
| Programmes                      |  | 24,672,080.00 | 26,892,567.20 | 29,312,898.25 | 31,951,059.09  |
|                                 | Delegates Transport                      | 526,000.00    | 573,340.00    | 624,940.60    | 681,185.25     |
|                                 | Library Materials                        | 1,306,595.00  | 1,424,188.55  | 1,552,365.52  | 1,692,078.42   |
|                                 | Travel & Accommodation                   | 2,069,485.00  | 2,255,738.65  | 2,458,755.13  | 2,680,043.09   |
|                                 | Vehicle expenses                         | 270,000.00    | 294,300.00    | 320,787.00    | 349,657.83     |
|                                 | Program of Action roll-out               | 20,500,000.00 | 22,345,000.00 | 24,356,050.00 | 26,548,094.50  |
|                                 |  |               |               |               |                |
| Staff Costs                     |  | 37,464,600.00 | 41,211,060.00 | 45,332,166.00 | 49,865,382.60  |
|                                 | Personnel Remunerations                  | 33,964,600.00 | 37,361,060.00 | 41,097,166.00 | 45,206,882.60  |
|                                 | Training & Development                   | 500,000.00    | 550,000.00    | 605,000.00    | 665,500.00     |
|                                 | Employee Assistance Program              | 3,000,000.00  | 3,300,000.00  | 3,630,000.00  | 3,993,000.00   |
| Totals                          |  | 82,938,195.00 | 90,777,278.55 | 99,132,607.71 | 108,262,988.62 |









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