

DEPARTMENT OF WOMEN

STRATEGIC PLAN 2015-2020



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Department of Women
Strategic Plan
2015–2020





FOREWORD BY THE MINISTER

Ms Susan Shabangu, MP

The emancipation of women still remains a cardinal goal and an anchor for a free democratic and prosperous South Africa. At the heart of the transformation agenda of our society is the need to address gender oppression, patriarchy, sexism, racism and structural oppression while creating a more conducive environment for the fostering of equal and full participation of our people in all aspects of the development of our country. The National Development Plan (NDP) envisages a South African society that is democratic and prosperous by 2030. To establish this society, it is an imperative of the NDP to overcome social and economic exclusions because they are causes as well as outcomes of poverty and inequality.

In addressing this challenge, the President made an announcement on the 25th May 2014 that states the following: “The functions related to support for people with disabilities and children, will be transferred to the Department of Social Development. The current Ministry of Women, Children and People with Disability is now the Ministry of Women which will be located in the Presidency. The Women’s Ministry will champion the achievement of women’s socio-economic empowerment and women’s rights”.

The Department therefore evolved from an organisation that focused on the plight of marginalised and vulnerable groups to an organisation that is focusing on women’s socio-economic empowerment and gender equality. The reconfiguration and reorganisation of the Department provides focused attention on issues of socio-economic empowerment and gender equality previously dealt with as part of the empowerment agenda of marginalised and vulnerable groups.

The Presidential Directive of 22 September 2015 specified that the economic sector, employment and infrastructure cluster Ministers must embed the empowerment of women in their departmental plans and expenditure. This has to be a priority to ensure that the Nine-Point Plan and the South African ocean economy are geared to empower women. The Minister in the Presidency who is responsible for women also has to monitor, evaluate and report on the implementation of this directive, on a regular basis. This directive, as well as the Minister’s Performance Agreement with the President, which focuses on particular sub-outcomes in Outcomes 2, 3, 4, 13 and 14, forms the basis of the Departmental Strategic Plan and the Annual Performance Plan (APP) for 2016/2017 to 2018/2019.

The Department of Women (DoW) is located in the Presidency as a mechanism to elevate women’s socio-economic empowerment and gender equality to the highest office in the country. This strategic location of DoW in the Presidency is aimed at accelerating the socio-economic transformation of women’s empowerment and advancement of gender equality. The Department has a dynamic role to play in the enhancement of the implementation of Vision 2013 as set out in the NDP, by ensuring that its implementation is gender mainstreamed and responsive to the needs of South African women.

While the DoW does not administer any legislation apart from the Commission on Gender Equality Act, there is a wide range of legislation that has a direct impact on the mandate of the Department. Post-apartheid South Africa provided for a strong constitutional and legal framework that protects, supports and promotes gender equality and women's rights across all sectors of society.

The mandate of the Department is therefore to champion the advancement of women's socio-economic empowerment and the promotion of gender equality. Through this strategic plan, the Department redefined its strategic goals in support of its revised mandate in terms of the promotion of:

- Strategic leadership, good governance, effective, efficient and economical use of public resources for the socio-economic empowerment of women and promotion of gender equality;
- Gender mainstreaming of socio-economic and governance programmes in such a way that it accelerates a just and equitable society for women;
- Gender knowledge and analysis of policy and policy implementation for socio-economic empowerment of women;
- Monitoring, evaluation and reporting systems as a mechanism to ensure timely interventions aimed at socio-economic empowerment of women and gender equality; and
- Public participation in the work of the Department through outreach and advocacy initiatives.

The above interventions are a concrete expression of our commitment to gender equality and socio-economic empowerment of women. I have no doubt in my mind that in collaboration with all our key stakeholders, we will build a solid foundation for the advancement of gender equality and socio-economic empowerment of women.



Ms Susan Shabangu, MP

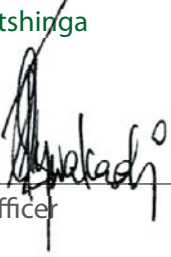
Minister in the Presidency Responsible for Women

OFFICIAL SIGN-OFF

It is hereby certified that the Strategic Plan 2015–2020:

- Was developed by the management of the DoW, under the guidance of the Minister in the Presidency Responsible for Women, Ms Susan Shabangu, MP;
- Takes into account all the relevant policies, legislation and other mandates for which the DoW is responsible; and
- Accurately reflects the strategic outcome-oriented goals and objectives which the DoW will endeavour to achieve over the 2015–2020 period.


Ms Camagwini Ntshinga

Signature:  _____
Chief Financial Officer

Ms Val Mathobela

Signature:  _____
Chief Director: Strategic Management

Ms Jenny Schreiner

Signature:  _____
Director-General

Approved by:

Ms Susan Shabangu, MP


Signature:  _____
Minister in the Presidency Responsible for Women



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PART A

Strategic Overview

PART A: STRATEGIC OVERVIEW

1. Vision

A society that realises the socio-economic empowerment of women and the advancement of gender equality.

2. Mission

Accelerate socio-economic transformation for women's empowerment and the advancement of gender equality.

3. Values

The Department pledges to place society at the centre of its work through treating people with respect, conducting ourselves with integrity; being accountable for our actions and striving for excellence and equity in all that we do. In interacting with stakeholders, we will act with fairness and respect and demonstrate teamwork and commitment to the cause. In delivering our mandate we will honour the faith that is placed in us as the Ministry and Department responsible for advancing the cause of women.

4. Constitutional, legislative and other mandates

4.1 Constitutional mandates

The Department derives its mandate from the Constitution of the Republic of South Africa (the Constitution). The Constitution champions the achievement of equality, including gender equality, throughout its provisions and particularly section 9 thereof. Section 9 of the Constitution creates a basis for the obligation of the public sector, the private sector and civil society to eliminate and remedy gender, race and social inequalities. Section 9(2) of the Constitution guarantees the full and equal enjoyment of all rights and freedom by people of all genders.

It furthermore provides for legislative and other measures that are designed to protect or advance persons or categories of persons disadvantaged by unfair discrimination and promote the achievement of equality.

Section 9(3) states that "the state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth"; and section 10 states that "everyone has inherent dignity and the right to have their dignity respected and protected".

The Constitution defines in detail the vision of the society that the country strives towards – the "creation of a united, democratic, non-racial, non-sexist and prosperous South Africa". The Constitution guarantees equal and inalienable rights to all citizens, and provides the mandate for both government and civil society to uphold the values of equality and remedy the heritage of inequality, discrimination and oppression.

The Constitution also provides the foundation for the promotion and protection of the rights of all South Africans and sets out the inter-changeable roles of the various institutions of government in achieving this. South Africa adopted the principle of mainstreaming of the rights of women across all legislation; policies, programmes and budgets post 1994. As such, various institutions responsible for promoting and monitoring the realisation of the socio-economic empowerment of women towards a gender equal society are required to ensure adherence to gender mainstream principles.

4.2 Legislative and other mandates

Since 1994, the principle of 'gender equality' influenced legislation development and policy formulation in all sectors. The law reform processes undertaken since 1994 have resulted in the formulation of an unprecedented body of laws and policies as annexed hereto as Annexure A and the Department is responsible for monitoring and evaluating its impact on women.

Section 9(3) and (4) of the Constitution prohibit unfair discrimination by the state or another person against anyone on the ground of gender, race and other factors. Based on section 9(3) and (4) of the Constitution, legislation such as

the Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000), the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997), the Employment Equity Act, 1998 (Act No. 55 of 1998) (the EEA) and the Preferential Procurement Policy Framework Act, 2000 (Act No. 4 of 2000), seek to prevent and prohibit unfair discrimination on the basis of, inter alia, race, class, gender and people with disabilities and to promote equality.

The Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 (PEPUDA) gives effect to section 9 of the Constitution by providing for the:

- Equal enjoyment of all rights and freedom by every person;
- Promotion of equality;
- Values of non-racialism and non-sexism as outlined in section 1 of the Constitution;
- Prevention of unfair discrimination and protection of human dignity as stipulated in sections 9 and 10 of the Constitution; and
- Prohibition of advocacy of hatred, based on race, ethnicity, gender or religion, that constitutes incitement to cause harm as contemplated in section 16(2)(c) of the Constitution.

PEPUDA provides a framework for eliminating unfair discrimination and the promotion of equality beyond employment matters. The promotion of gender equality is one of the areas that are given priority under the Act. It also provides for enforcement mechanisms which include the Equality Courts and Alternative Forums. Section 28(1) thereof states that: “if it is proved in the prosecution of any offence that unfair discrimination on the grounds of race, gender or disability played a part in the commission of the offence, this must be regarded as an aggravating circumstance for purpose of sentencing”.

PEPUDA also provides for measures to educate the public and raise public awareness on the importance of promoting equality and overcoming unfair discrimination, hate speech and harassment and to provide remedies for victims of unfair discrimination. The schedule to PEPUDA provides useful insights on existing systemic inequalities in various sectors to be given priority in the promotion of equality, including gender equality. This is in line with our responsibility under Outcome 14: “a diverse, socially cohesive society with a common national identity.”

The purpose of the EEA, including the Employment Equity Amendment Act 47 of 2013, is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups. Women are regarded as a category of the designated groups. The Chapter on Unfair Discrimination stipulates that no person may discriminate against an employee on, among others, the grounds of sex, gender, family responsibility, pregnancy and/or HIV status. The EEA prohibits testing of an employee’s HIV status unless permission is granted by the Labour Court. Most of those suffering from HIV are women.

The definition of family responsibility includes same sex partnerships and partnerships outside of marriage. The definition of pregnancy includes circumstances relating to termination of pregnancy and intended pregnancy.

The Act clearly states that harassment, including sexual harassment, is a form of unfair discrimination. This is the first time in the history of our law that there is a direct, legislated remedy for sexual harassment. A Code on Sexual Harassment was developed by the National Economic Development and Labour Council (Nedlac) as part of the Labour Relations Act 1995.

The Chapter on Affirmative Action of the EEA expressly includes women as a designated group in respect of whom positive steps must be taken to ensure their equitable representation in the workforce and eradication of all barriers to equal participation and advancement in the workplace.

The EEA recognises that black women face a compounded disadvantage due to the intersection of race, social status and gender. Compliance with the EEA will be assessed based on the extent to which people from and among the designated groups are equitably represented in the workforce, as well as the elimination of discriminatory practices.

The progressive nature of South Africa's legislative framework in respect of gender is reflected in the fact that it ranks fourth (4) out of eighty seven (87) countries on the 2012 Social Institutional and Gender Index of the Organisation for Economic Co-operation and Development (Statistical South Africa Gender Statistics, 2015, IV).

Despite South Africa's favourable legislative context for the realisation of gender equality, equity and women's empowerment, multiple challenges continue to exist at implementation level and the majority of women still bear the brunt of the triple challenge of poverty, unemployment and inequality. The DoW is mandated to work with line function departments to analyse policy and policy implementation through a gender lens to ensure the progressive realisation of the socio-economic empowerment of women and gender equality. This will be achieved through gender mainstreaming within government programmes, as well as within the private sector and other social structures.

Gender mainstreaming is the process of assessing the implications of any planned action, including legislation, policies, budgets and programmes, in all areas and at all levels, for women, men, boys and girls. It involves the integration of gender considerations into all structures; systems and processes; organisational decisions and activities; implementation of corrective measures for prevention and alleviation of prejudice, removal of barriers, and reduction of disparities between women and men, girls and boys, and ultimately achieving gender equality, not just in equity, but in lived experience.

The basic principles of gender mainstreaming are:

- System-wide mainstreaming which exists at all levels and across all spheres of government, the private sector, labour movement and civil society organisations;
- Appropriate and adequate accountability mechanisms for monitoring progress are in place;
- Issues and problems across all areas of activity are identifiable and clearly points out differences and disparities between men and women, girls and boys;
- It is never assumed that issues or problems are gender neutral from an equality, empowerment and rights perspective;
- To translate the concept into practice, clear political will exists and adequate resources are allocated for gender mainstreaming, including additional financial and human resources where necessary; and
- Broadened participation at all levels of decision-making.

The strategy of gender mainstreaming incorporates the need for targeted women specific policies, programmes and legislation; as well as a need for specialised units or focal points, gender sensitive strategic planning and gender responsive budgeting.

4.3 Other mandates

4.3.1 The National Development Plan (The NDP)

The NDP aims to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities and enhancing the capability of the state and leaders to work together to solve complex problems. The following chapters of the NDP are particularly relevant to the mandate of DoW:

Chapter 3: Economy and employment;

Chapter 4: Economy infrastructure – the foundation of social and economic development;

Chapter 6: An integrated and inclusive rural economy;

Chapter 9: Improving education, training and innovation;

Chapter 10: Promoting health;

Chapter 11: Social protection;

Chapter 12: Building safer communities;

Chapter 13: Building a capable and developmental state; and

Chapter 15: Transforming society and uniting the country.

Women make up a large percentage of the poor, particularly in rural areas. The NDP takes gender into account by proposing a range of measures to advance women's equality. The following is recommended in the NDP:

- Public employment should have a specific focus on unemployed women;
- Transformation of the economy should involve active participation of women and empowerment of women;
- There should be support for women leadership in all sectors of society;
- Measures should be implemented for women to gain access to basic services;
- Women should have no fear of crime – and should feel protected by the law;
- There should be nutrition intervention for pregnant women; and
- Women should have access to antiretroviral treatment and effective routine micro-biocides.

In the implementation of its programmes, the DoW aligned its indicators to respond and contribute to the principles of the NDP.

4.3.2 The National Gender Policy Framework on Women's Empowerment and Gender, 2000 (The National Gender Policy)

The National Gender Policy was approved by Cabinet in 2000. It requires that Directors-General and Ministers implement gender mainstreaming within their departments and institutions, report on progress made and use the recommendations outlined within the policy to enhance the socio-economic empowerment of women. The placement of gender focal points (GFPs) in the offices of the Directors-General with access to strategic decision making processes, will enable them to support gender mainstreaming in all programmes in their departments and find the most suitable mechanisms, such as gender responsive budgeting or gender score cards, to mainstream gender and ensure that the strategic plans of their departments have gender indicators. The GFPs need to be able to leverage the authority of the Directors-General's offices and strategic management processes to ensure reporting on gender indicators by all programmes. This will in turn facilitate the establishment of the baseline and measurement of the progress and impact over time.

The approach to gender mainstreaming significantly relies on having skilled personnel in the GFPs who has the ability to execute the technical work that is required for the institution to fulfil its mandate of the institution and promote the mainstreaming of gender. Skills required are related to key programmes in the areas of legislation, policy, budget analysis and planning in relation to the line function of the Department and to gender mainstreaming, advocacy, coordination, liaison, networking and capacity building.

The implementation of legislative imperatives is however not always gender responsive and our tools of measurement are inadequate. The DoW is now strategically positioned to address these inadequacies and develop appropriate standards and indicators to measure progress in the socio-economic empowerment of women and the advancement of gender equality.

4.3.3 International Instruments

South Africa is a signatory to several regional and international commitments on women's empowerment and gender equality. These include the following:

- The United Nations Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) (December 1995), signed in 29 January 1993 and ratified in December 1995;
- The Beijing Declaration and Platform for Action, signed in September 1995;
- The African Union Heads of States' Solemn Declaration on Gender Equality in Africa, adapted and ratified in August 2004;
- The Optional Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (AU Women's Protocol) (December 2004), ratified on 17 December 2004;
- The Commonwealth Plan of Action for Women's Empowerment and Gender Equality 2005-2015, adopted in 2005;
- The Southern African Development Community (SADC) Protocol on Gender and Development (2012), ratified in 2011; and
- Sustainable Development Goals – Agenda 2030 (SDGs) (2015).

The last part of the Preamble of the Constitution is a commitment to comply with international law and human rights standards and there is clear alignment between the Constitution and international instruments. Many of the international human rights standards and resultant obligations relate to women's human rights and the duty of parties to take measures to eradicate inequality between women and men in all spheres of life, including the justice system, the family, societal practices and the economy. By adopting these instruments for the advancement of the socio-economic empowerment of women in the country, Government therefore committed itself to its full and effective implementation at national level.

5. Policy mandates

The South African National Policy Framework for Women's Empowerment and Gender Equality (2000) establishes a clear vision and framework for gender mainstreaming across laws, policies, procedures and practices which serves to ensure equal rights and opportunities for women and men in all spheres and structures of government, as well as in the workplace, the community and the family.

The main objectives are to:

- Create an enabling policy environment for translating government commitment to gender equality into a reality;
- Develop policies, programmes and mechanisms to empower women and to transform gender relations in all aspects of work and at all levels of government, as well as within the broader society;
- Ensure that gender considerations are effectively integrated into all aspects of government policies, activities and programmes;
- Establish an institutional framework for the advancement of the status of women and the achievement of gender equality; and
- Advocate for the promotion of new attitudes, values and behaviour, and a culture of respect for women's rights as human rights in line with the policy.

6. Planned policy initiatives

The Department is in the process of developing a discussion document on gender mainstreaming and GFPs.

The Department also participates in and facilitates the mainstreaming of gender and contributes to policy development by other government departments.

7. Situational analysis

South Africa has a history of inequality and divisions resulting from years of apartheid, a system premised on exclusion on the basis of race, class and gender which resulted in poverty, inequality and unemployment. The problems we are facing today in relation to women are residual effects of this past. While there has been improvement in the indicators of the socio-economic empowerment of women since 1994, gender disparities still persist in favour of men.

7.1 Performance Environment

The DoW is responsible for supporting the deliverables of Outcomes 2, 3, 4, 13 and 14 and therefore focuses on the engendering of these outcomes. The corresponding chapters for said outcomes are:

Outcome 14: Social Cohesion

Sub-outcome 2: Equal opportunities, inclusion and redress:

- Changed attitudes and behaviours in relation to gender issues and xenophobia; and
- Increased progress towards gender equality.

The Department's awareness raising and outreach initiatives include national and community dialogues and campaigns on women's economic empowerment, gender based violence, women's health, and harmful cultural, religious and traditional beliefs. These activities are budgeted for in the Stakeholder Coordination and Outreach sub-

programme of the Policy, Stakeholder Coordination and Knowledge Management programme.

The Department will also develop mechanisms to address identified gaps in the implementation of existing policies on women's socio-economic empowerment. The mechanisms to be developed include:

- Interventions for skilling women in the economy;
- A gender responsive planning and budgeting framework; and
- A prevention strategy for the integrated programme of action on violence against women and children, among others.

The gender responsive planning and budgeting framework will guide government on how it may need to adjust its priorities and reallocate its resources to meet its commitments to women, including those stipulated in the Convention on the Elimination of All Forms of Discrimination against Women and the Beijing Declaration and Platform for Action. In addition to the Minister's lead role in Outcome 14, the following are outcomes and sub-outcomes that are lead by other Ministers, in which the Minister has a supporting role:

Outcome 2: A long and healthy life for all South Africans.

Sub-outcome 9: Maternal, infant and child mortality reduced.

Outcome 3: All people in South Africa are and feel safe.

Sub-outcome 1: Reduced levels of contact crime.

Outcome 4: Decent employment through inclusive growth.

Sub-outcome 8: Economic opportunities for historically excluded and vulnerable groups are expanded and the numbers of sustainable small businesses and cooperatives are improved markedly.

Outcome 13: An inclusive and responsive social protection system.

Sub-outcome 1: Strengthened social welfare delivery through legislative and policy reforms and capacity building.

Sub-outcome 2: Improved provision (improved quality and access) of early childhood development services for children aged 0-4.

The Department's mandate is also aligned to the NDP which is anchored on the Constitution's vision of a prosperous, democratic, non-sexist, non-racist and equal society. An overall gender analysis of the NDP was conducted by the Commission for Gender Equality (CGE) and shared with government.

The NDP envisages a South African society that is democratic and prosperous by 2030. To achieve this society, an imperative of the NDP is to overcome social and economic exclusions because they are causes as well as outcomes of poverty and inequality. The view of the NDP is that South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next two decades. This requires a new approach – one that moves from passive citizenry receiving services from the state to one that systematically includes the socially and economically excluded, particularly women and young women where people are active champions of their own development and where government works effectively to develop people's capabilities to lead the lives they desire.

The NDP's high level targets include:

- A decline in inequality of both opportunity and outcome;
- Thrusting the South African economy onto a higher developmental trajectory;
- Tripling national income;
- Improving the efficiency and effectiveness of the economy by investing in infrastructure;
- Enabling an economy that creates full employment;
- Reversing apartheid geography;
- Optimising the functioning of space, including the rural-urban interface;
- Building a capable civil service;
- Promoting broad-based leadership; and
- An active citizenry.

The aim is to move away from a society that is defined by gender, class and race inequality to a society that is marked by inclusivity and geared towards building the capability of its citizens, while promoting and supporting active citizenry.

According to the Medium Term Strategic Framework (MTSF) and as pronounced by the President of the Republic of South Africa in 2014, South Africa has begun a new phase of its democratic transition. The mandate of the fifth democratic government is to deepen transformation, implement the NDP, accelerate growth, create decent work and promote investment in a competitive economy. To realise this mandate, government will continue to be guided by its constitutional commitment to “improve the quality of life of all citizens and free the potential of each person”. Over the last 21 years, the first phase of our democratic transition, the foundations have been laid for a non-racial, non-sexist, united and prosperous South Africa, and for a society based on fundamental human rights, equality and unity in diversity. The people’s dignity was restored. Non-racial majority rule based on one-person, one-vote brought about a government that is appointed on the will of the people.

The country however still faces enormous challenges. As highlighted by the Twenty Year Review and the National Planning Commission’s 2011 Diagnostic Report; poverty, inequality and unemployment continue to negatively affect the lives of many people. Too few people have work, investment is too slow and education lags behind our requirements. The weak state of the economy impedes our efforts to reach our development goals.

The second phase of our democratic transition calls for bold and decisive steps to place the economy on a qualitatively different path that eliminates poverty, creates jobs and sustainable livelihoods, and substantially reduces inequality. This requires radical economic transformation and a sustained focus on addressing the uneven quality of service delivery.

The policies that flow from the NDP should therefore take all the people in South Africa, in their demographic diversity into consideration. In this regard, women are a very important policy constituency as they constitute 52% of the population and are the reproducers of our nation (they bear children that will form new generations of citizens). Any policy that is gender blind and that does not consider the different effects of the policy on women and men, is bound to fall short in its planning, programming, budgeting process and implementation.

Women are more vulnerable to and are more deeply affected by poverty than men. They face institutionalised challenges in gaining access to land and land ownership, employment, and remain largely unrecognised by and excluded from the formal economy. If a national strategy to reduce poverty, exclusion and inequality, such as the NDP, does not specifically recognise and address these engendered imbalances and vulnerabilities, then it will unwittingly perpetuate them, and have very little prospect of socio-economic transformation towards a gender equal society.

In the 2014 State of the Nation Address, President Jacob Zuma reaffirmed South Africa’s commitment to continue promoting and supporting the building of a better Africa. Agenda 2063 is focused on facilitating, coordinating and strengthening the continent’s development over the course of the next 50 years, in pursuit of a better Africa; specifically one that is peaceful, integrated and prosperous, driven by its citizens and that takes its rightful place in the world. Africa’s Agenda 2063 has, amongst others, committed to the acceleration of the achievement of gender parity in public and private institutions, and the removal of all forms of gender discrimination in the social, cultural, economic and political spheres. This is in recognition by the African Union (AU) that, while humanity today has the capacity, technology and know-how to ensure a decent standard of living and human security for all inhabitants of our earth; children still continue to die of preventable diseases; women continue to die whilst giving birth; hunger and malnutrition remain part of the human experience; and underdevelopment, fragility, marginalisation and inequality between regions and countries and within countries persist. The latest results of the Millennium Development Goals (MDG) Report (Goal 5) indicates that the current level of maternal mortality is at 625 per 100 000 live births which is far higher than the MDG target of 38 per 100 000 live births by 2015.

At a continental level, the work of government for a better life for South Africans is intertwined with the country’s pursuit of a better Africa in a better world. The county’s progress is inextricably linked to that of the Southern African region. Regional and continental integration is the foundation for Africa’s socio-economic development and political unity, and essential for South Africa’s prosperity and security.

The Post-2015 Development Agenda that aims to help define the future global development framework recognises the need to address the challenges of gender equality, women empowerment, health, decent work, economic growth and financing for development, as well as an expanded and strengthened global partnership as critical factors for its successful implementation.

Gender equality is one of the Sustainable Development Goals (SDGs) that form part of the NDP's Vision 2030. It sets out to accomplish the following targets:

1. End all forms of discrimination against all women and girls everywhere;
2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation;
3. Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation;
4. Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate;
5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life;
6. Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Declaration and Platform for Action and the outcome documents of their review conferences;
7. Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws;
8. Enhance the use of enabling technology, in particular information and communication technology, to promote the empowerment of women; and
9. Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

The emancipation of women still remains a cardinal goal and an anchor for a free democratic and prosperous South Africa. Our bias is towards the working class and rural women, as there is generally a legacy of women's oppression, specifically African women, and the struggles that the women marchers of 1956 experienced are in many ways still relevant today. . . The women were not only fighting for political emancipation but amongst others, also for economic empowerment, equal representation and access to justice and land rights.

Empowerment, as understood and promoted in the context of development, implies the reduction of the inequality gap, elimination of poverty and an increase in decent work for women. It requires a multidimensional and interdependent process that involves implemented and monitored social, political, economic and legal changes that will enable women to participate meaningfully in shaping their own futures. Without meaningful empowerment, participation can quickly become a token exercise or even a means of maintaining power relations; and without meaningful participation, empowerment can remain just another unfulfilled promise.

Empowerment and participation are deeply complementary and can be considered both processes and outcomes. Meaningful empowerment and participation require significant changes in power relations. Many approaches to empowerment tend to focus on the empowering of those who are in positions of power and strengthening their capabilities to act, but do not always pay attention to shifting the structures, societal norms and barriers that enable

and constrain the behaviour of all parties involved. That is all men and women, including those in power and those that vote them in.

Social empowerment is thus about changing society such as for instance, changing gender norms so that women's place within it is respected and recognised on their own terms and not on those dictated by others. A sense of autonomy and self-value is important for women to preserve their integrity, participate in democratic processes and the economy. They should for example be in a position to demand equal pay for equal work and take full advantage of public services, such as:

- Rural development;
- Food security;
- Health as an integral aspect in response to gender based violence;
- Justice in terms of equal access;
- Education and adequate technical support for amongst others, young women; and
- Employment across all economic sectors.

Economic empowerment on the other hand is about women's capacity to contribute to and benefit from economic opportunities on terms which recognise the value of women's contributions, respect their dignity and make it possible for them to negotiate a fairer distribution of returns. It is also about changing institutions and norms that inhibit women's economic participation, such as attitudes about child care or the type of work that women can or cannot do, including decision-making.

The economic participation of women, therefore, in terms of women representation in places of employment across sectors is important, not only for reducing the disproportionate levels of poverty, unemployment and inequality among women, but also as an important step towards increasing household income and encouraging economic development in the country as a whole. In addition, economic participation does not only concern the actual numbers of women participating in the labour force, but it also involves their skills and remuneration levels, as well as access to funding.

A possible measure to increase economic benefits for women across the various sectors is through the facilitation of access to economic opportunities which would address the quality of women's participation in the economy, beyond their mere presence as workers or women in entry level businesses.

Fundamentally, there is only one society, and it is therefore incumbent upon both women and men, to work together to eradicate patriarchal practices and stereotypical attitudes. The engagement of men and boys is invaluable in the advancement of women's rights as human rights to achieve gender equality. In this regard, more work needs to be done to ensure the transformation of power relations between women, men, institutions and laws; elements that are fundamental in building an inclusive, progressive and prosperous society. Collective efforts will have to be directed at addressing gender inequality, poverty, unemployment and sexism, in order to create a transformed society that enables women to take control of their lives.

Determining factors of the status of South Africa's health are general socio-economic, cultural and environmental conditions, including living and working conditions; social and community influences and individual lifestyle factors. There were major efforts to address issues such as poverty, underdevelopment and unemployment; access to basic services such as water, sanitation, electricity, fuel, housing; and provision of social security nets such as social grants. This made a positive impact on the health status and the empowerment of women in the country. South Africa enhanced access to basic services through improving access to water, sanitation, electricity, roads and housing to a large extent, all factors that are critical for good health outcomes. The 2014 General Household survey indicates that 79.4% of South Africans lives in formal dwellings, 86% of households are connected to electricity, and 90% have access to piped water.

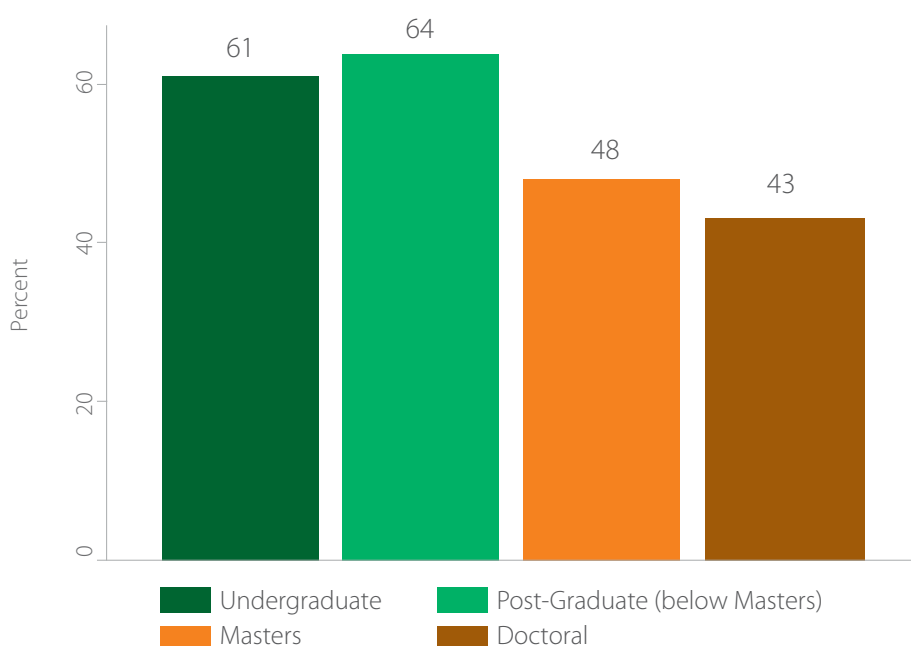
South Africa's National Health Act provides for free health care service at hospital level for all citizens, pregnant women and children that are under six years of age. This resulted in enhanced access to primary health care services for all in South Africa.

Education and training is central to gender equality. Education and training improves access to the labour market, specifically to higher skilled occupations that receive higher remuneration. It also enables individuals to engage more meaningfully in society. For women, education and training is not only important to open up higher skilled areas of the labour market that were traditionally dominated by men, but it also empowers them and places them on a more equal footing in their engagements within male-dominated or patriarchal institutions and spheres. The Commission on Employment Equity report (2014-2015) indicates that there is only 14.2% women representation at top management level compared to 85.8% men in the mining and quarrying sectors. Similarly, women representation at top management in the construction sector is only at 14%. The Quarterly Labour Force Survey (Q3:2015) indicates that fewer women (59 000) compared to 387 000 men were employed in the mining industry between July 2015 and September 2015 (Q3 of 2015) and 153 000 women were employed in the construction industry compared to 1 306 000 men. The survey also showed that fewer women compared to men are employed in occupations as professionals and technicians.

According to the second Millennium Development Goal (MDG), countries need to “achieve universal primary education” (Statistics South Africa, 2013b). South Africa has achieved near universal primary education, but the quality of education and female access to education are still concerns. This requires ongoing work on the SDG Goal 4, which combined with Goal 5, is to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

In 2013, females are estimated to have accounted for 48.5% of enrolment in primary schools, rising to 51.9% in secondary schools. Women constitute the majority of enrolments in post-secondary vocational education and training and their share of enrolments has increased each year between 2010 and 2013, from 50.3% to 57.9% respectively. In higher education, women constitute the majority of enrolments. According to data from the Council of Higher Education (2010), women accounted for a significant majority of the enrolments, reaching 57% of enrolments in 2010, which is significantly higher than the percentage that they form of the total population. In practice, this means that females outnumber males in the higher education system by a ratio of almost three to two.

Undergraduate enrolments between 2010 and 2012 comprised 61% of women and constituted 64% of enrolments in post-graduate degrees below Masters Degree level. However, this number drops to 48% for Masters Degrees and 43% for Doctoral Degrees. These figures are once again lower than the percentage of women who form part of the population.



There are a number of potential reasons for women not enrolling at educational institutions. This includes the likes of financial constraints, family commitments, illnesses, or pregnancies, just to mention a few. At post-school level, females tend to participate in non-Science, Technology, Engineering and Mathematics (STEM) fields. For example, only 28.5% of the 2012 engineering, manufacturing and construction graduates were female. There is a clear need for concerted efforts to ensure greater gender equality in specialist fields, with interventions required across the education system and not just at secondary and post-secondary educational levels. Government initiated a number of projects to increase the participation of women in the STEM fields, recognising the needs of the economy in this regard. The DoW will collaborate on these initiatives and will assess whether women qualified in STEM fields take their rightful place in growing the economy in that sector, as outlined in the Nine-Point Plan. If not, interventions may be required to achieve this desired outcome.

Women globally face significant challenges in the labour market and South Africa is no different. These challenges include:

- Differentials in the attainment and quality of education;
- Interruption of labour force participation related to childbearing;
- Discrimination in terms of employment practices and wage determinations;
- Relatively fewer role models;
- Vulnerability and weak bargaining power; and
- Environments that may be hostile to female membership of the workforce.

Women typically also face the consequences of gender norms and the unequal division of labour. This is due to women predominantly being seen as unpaid caregivers within the family and community, while men are viewed as breadwinners. The Commission for Employment Equity report indicates that women constitute 42.9% of the workforce profile at a professionally qualified level compared to 57.1% males. At a skilled technical level, females constitute 45.3% of the workforce profile.

Women make substantial contributions to economies, whether in businesses, on farms, as entrepreneurs or employees, or by doing unpaid care work at home and in the community. They also remain disproportionately affected by poverty, discrimination and exploitation. Men are more likely than women to be engaged in market activities only, while women are more likely than men to be engaged in non-market activities only. Women are thus more likely to be doing unpaid economic work than men.

There is a consistent trend of a low labour force participation rate of women compared to men and the gap has almost remained the same over the 13 year period from 2001-2014. In 2001, the labour force participation rate for females was 54.9% compared to 67.4% for males and in 2014; females were at 51% compared to 63.6% of males (Statistics SA, Gender Series Volume 1 2001-2014).

At decision making level, there is a marked increase in the representation of women in parliament and government, as well as in the private sector because of the unprecedented body of laws that the government has introduced since 1994. Looking at the judiciary, women constitute about 33% of all judges. The judiciary had about two white women in 1994, now there are 61 female judges of which 48 are black. The country furthermore has two female Judge Presidents and a female Deputy Judge President. In Parliament, women representation in the National Assembly increased from a mere 2.7% prior to 1994 to the current 41%. The representation of women at Cabinet level following the 2014 general election, stands at approximately 43%.

Promoting gender equality in finance is not only an ethical matter but one of economic opportunity. Moreover, there is a development justification for improving women's access to economic and financial resources as women's role is more often than not merely that of a "safety net of last resort" in the economic sector. Women's equal access to and control over economic and financial resources is critical for the achievement of gender equality and empowerment of women. It is also important for equitable and sustainable economic growth and development.

South Africa has been substantially progressive in promoting access to credit for women in the country. Government implemented numerous policies and initiatives aimed at increasing women's access to credit to promote economic empowerment. These initiatives include the Broad-Based Black Economic Empowerment Act which encourages increasing the extent to which black women own and manage existing and new enterprises, and increasing their access to economic activities, infrastructure and skills training. This was also noted as an important strategic element to help facilitate sustainable development and empowerment within South Africa.

The proportions of South Africans who borrow to start, operate, or expand a farm or business is very small. The figure is also substantially less for female entrepreneurs within South Africa than for male entrepreneurs. This highlights a critical inequality that should be addressed more thoroughly in our national development framework.

Women's incomes in South Africa are on average 42% less than that of men and they are thus more likely to cover necessities only than to invest. As a result, women who borrow have a greater debt burden than men and women lag behind men in the ability to obtain credit and bank loans.

According to the Status of Women in the South African Economy (2015), the majority of small business owners in South Africa are women, yet the opposite is true for big businesses. In addition, there are a host of potential barriers that may constrain women's access to credit and finance as outlined in the table below.

Barrier	Effects
Legal constraints	Traditional norms and values prevent women from exploring formal financial options, acting as legal personas and from accumulating assets such as property. Such constraints impact on women's ability to offer assets as collateral. The required collateral is also often beyond the scope of women's available or limited assets. Women are still treated as legal minors in some communities, which constrain their ability to make independent decisions or contractual arrangements such as for funding.
Employment and income limitations faced by women	Women are still most likely to be employed at the lower levels and to fill the least skilled, least influential and lowest paid jobs in the economy. This also impacts negatively on their ability to accumulate assets and equity.
Exclusion from policy making, decisions and influence in financial and economic decision-making	South Africa has largely excluded women from decision-making roles in both the economic and financial arenas. As very few women are in positions of power in these sectors, a culture is established that does not recognise the gender constraints and does not respect the needs of women.
	Women are likely to need start-up capital, but commercial institutions view these as high risks and are generally not sensitive to the specific gender constraints faced by women. There are also very little attempts to explore alternative risk management strategies that are better suited to the asset limitations of women.
Attitudes towards women	Male decision-makers often consider the realities of women's lives as adverse and use the multiple roles women play as a justification for declining business credit. In a situation of scarce resources, investors are inclined to go with what they are familiar with and that is traditionally seen as sound, i.e. men.
Lack of information and exposure to business and finance environments	Women are often not aware of the financial or non-financial support available to them to support and enhance their business aspirations.

Barrier	Effects
Business maturity and financial institution policies	Whilst both men and women face difficulties when setting up businesses, women face additional challenges such as access to finance. The playing field tends to level out when women's businesses reach maturity and they are able to provide sufficient evidence to reduce the perception of risk associated with gender.
	A lack of collateral means that the primary source of funding for resource poor women is high interest bearing and low value micro finance.
	Banks are mostly not aware that women face gender specific constraints when seeking finance and may adopt a gender neutral position, assuming that this puts women on an equal footing.
	Women often prefer to borrow smaller amounts and this may be outside of the minimum loan policies of a bank.

Source: Southern Africa Gender Protocol Alliance, 2015

Women's access to land and property is key to women's economic empowerment as land can serve as a basis for food and income generation, collateral for credit, and a means of saving for the future. Moreover, gender equality in land ownership is essential as it is shown to improve agricultural productivity and strengthen the ability of households to manage economic downturns. Evidence shows that gender inclusion of land rights can reduce domestic violence (Action Aid 2008) and that women who own land are more capable of exiting violent relationships and negotiating safe sex.

Women face particular barriers in obtaining land. The land redistribution programme must therefore target women. Institutions, practices and laws that discriminate against women's access to land must be reviewed and aligned with national policy. In particular, tenure and matrimonial laws must be revised appropriately.

There is a significant gender gap in land ownership as a result of women having limited participation in local and traditional land administration structures and the lack of land being allocated to single women. The acknowledgement of women's rights is still limited. Negative attitudes from service providers and traditional leaders/chiefs still prevail. There are still hostile rules and practices of customary law within patriarchal households and community relations. In spite of the fact that the security of land tenure is a right that is established by the Constitution, as well as a myriad of land reform programmes and targeted policies that have been implemented over the last thirty years, land ownership still remains elusive for most women in South Africa.

Social norms around issues like land ownership often allocate the role of the breadwinner to men and relegate women to doing unpaid work within the household or on the land. Across their entire lifespan, women spend more time in household production or unpaid work than men, with the gap being particularly large in the group that are around 30 years of age (more than three hours per day). These are the prime ages for childbearing and childrearing that make significant demands on women's time.

Globally women earn on average 24% less and do two and a half times more unpaid care and domestic work than men. The fact that women are less likely to have an independent source of income may result in an uneven distribution of power within the household.

Studies examining poverty and household compositions find that per capita household earnings tend to be lower in households that predominantly consist of women because of lower female labour market participation and earnings. There is also a greater risk of poverty in 'female-headed' households – particularly amongst separated and widowed women, as well as single mothers (UN Women, 2015).

While it is clear that poverty rates remain high for both genders and are of national concern, the plight of women is

particularly alarming, especially when evaluating poverty at the household level. In addition to facing higher poverty rates than men, the rate at which female headcount poverty has decreased between 2008 and 2012 has generally been slower (or non-existent) when compared with changes in male poverty rates.

Rural areas are still disproportionately affected by poverty and rural women are considerably more vulnerable to poverty than those living in urban areas. Women living in rural areas face high unemployment rates as they are spatially separated from income-earning opportunities. This is aggravated by lack of access to productive resources, such as arable land, credit and technology, which intensifies their risk of poverty compared with women living in urban areas.

Equality between the sexes is therefore a key component of poverty eradication as female ownership and access to resources, as well as higher female education levels, lead to greater female productivity and participation in the labour market (UN, 2011). This in turn enables women to contribute considerably elevate their households out of poverty. In addition, women who lack the necessary resources to survive often become dependent on a male partner for their livelihood. This may exacerbate domestic violence as such women often do not have the resources to remove themselves from harmful situations.

South Africa developed and implemented a comprehensive legislative framework that addresses violence against women and girls in any form or manner. Priority is given to sexual offences and domestic violence, and crimes such as trafficking of women and children, child pornography and gender-based violence in same sex relationships enjoy considerable attention. Some of the areas that are targeted by the law include issues of bail, sentencing, victim empowerment and integrated responses to gender-based violence.

The establishment of the Ministry in the Presidency responsible for Women in May 2014 championed the implementation of the programme for the prevention of violence against women through awareness campaigns and engagements with different stakeholders such as business, religious-based organisations and parliament under the theme "Count me in: Together moving non-violent South Africa forward". The Ministry, in partnership with Crime Line, activated the #365 Days Campaign upon completion of the 16 Days of Activism for No Violence Campaign in 2014 and called on all stakeholders to come on board. Pledges of commitments were made by participating organisations that will be implemented through the year.

Department of Women priorities for the next five years

In the next five years, the priority of the DoW will be to ensure that women's socio-economic empowerment and women's rights are mainstreamed across all sectors of society through:

- Policy and implementation analysis and advice to ensure engendered transformation for socio-economic empowerment of women and gender equality;
- Monitoring, evaluating and making recommendations for enhancing women's economic empowerment;
- Monitoring, evaluating and making recommendations for advancing women's social empowerment;
- Monitoring, evaluating and making recommendations for enhancing women's access to justice, safety and security;
- Development of a gender monitoring framework to evaluate progress made on women's socio-economic empowerment and gender equality; and
- Conducting outreach initiatives, stakeholder coordination, dissemination and gathering of information to promote women's socio-economic empowerment and gender equality.

7.2 Organisational environment

Following the national elections that were held in April 2014, the National Macro Organisation of State (NMOS) 2014 process facilitated the establishment of the DoW and the transfer of functions related to the rights and empowerment of children and people with disabilities to the Department of Social Development. On 01 October 2014 the Minister for Public Service and Administration determined, in terms of section (3) (4) (b) of the Public Service Act, 1994, that the

Women's Empowerment, Gender Equality and Corporate Services and Finance functions, resources and concomitant posts and staff be transferred to the DoW and concurred with a start-up organisational structure for the DoW.

Given that the NMOS 2014 process did not allow for restructuring processes, the Department subsequently initiated an organisational transformation process to review and align its strategic approach to its new mandate to champion the advancement of women's socio-economic empowerment and the promotion of gender equality. This process informed the organisational design and placement of officials.

The Department accordingly redefined its strategic goals in support of its revised mandate in terms of:

- Promotion of strategic leadership, good governance, effective, efficient and economical use of public resources for the socio-economic empowerment of women and promotion of gender equality;
- Promotion of gender mainstreaming of socio-economic and governance programmes such that they accelerate a just and equitable society for women;
- Promotion of gender knowledge and analysis of policy and policy implementation for socio-economic empowerment of women;
- Promotion of the rights of women and gender equality advocacy and information gathering in outreach campaigns and stakeholder engagement on achievements with respect to women's socio-economic empowerment and gender equality; and
- M&E the implementation of government programmes, including the Nine-Point plan in the economic cluster departments.

At the same time a five-year (5) vision for the Department's organisational design was conceptualised to guide the progressive transition of the Department from its enabling structure to a fully capacitated organisational service delivery model based on the delivery of the following services:

- Gender thought leadership, policy analysis and knowledge sharing;
- Monitoring and evaluation (M&E) of gender impact of government programmes
- Gender outreach/advocacy;
- Development of intervention mechanisms for mainstreaming of gender issues for women's socio-economic empowerment and gender equality;
- Promotion of gender sensitive research, conduct of policy analysis and establishment of a knowledge hub on socio-economic empowerment of women and gender equality;
- Monitoring and evaluating progress made in the improvement of the socio-economic status of women; and
- Facilitating the coordination of stakeholders (domestic, regional and international) to ensure women's socio-economic empowerment and gender equality and conducting outreach initiatives, including dialogues to promote women's socio-economic empowerment and gender equality.

In collaboration with the Department of Public Service and Administration (DPSA), a transitional organisational structure was designed that translated the NMOS start-up structure into a design that was more aligned to the mandate and redefined strategic intentions of the Department. The vision of the structural model also takes into consideration the available resources of the Department to execute services that will achieve the following strategic objectives:

- Social transformation and economic empowerment; and
- Policy, stakeholder coordination and knowledge management

The organisational structure was refined subject to the strategic review that took place from July to August 2015. The new structure was enabled by the reprioritisation of available posts. This entailed the downscaling of corporate management from a branch to a chief directorate in favour of the creation of the additional core branch, and the proportionate redistribution of posts between the various business units. This reprioritisation was undertaken within current budgetary allocations. However, for the Department to fulfil its minimal and immediate strategic obligations, additional funding of R11 million is required to fill a further 20 posts as set out in the 2015 Adjusted Estimates of National Expenditure (AENE) process, as funding is not provided for these.

With support from the Government Technical Assistance Centre (GTAC), the Department is currently articulating a business case to present to National Treasury for the allocation of additional funding to enhance the capacity of the Department to ensure that its programmes advance the mainstreaming of women's socio-economic empowerment towards a gender equal society.

To facilitate the transition of employees from the NMOS structure to the Department's new organisational structure, a decision was made in April 2015 to undertake an organisational transformation process. The process aims to ensure the correct placement of employees in terms of their skills when compared to the competency requirements of respective jobs on the new post establishment. An independent service provider was appointed and a project was initiated to audit the skills of all employees against the competency requirements of the new structure. The transformation process, together with a policy for the internal mobility of staff, was negotiated with labour through the Departmental Bargaining Chamber and unions were represented on the project steering committee. The transformation of the Department was concluded in September 2015 and the process culminated into the placement of all employees in appropriate posts in the new structure. Another deliverable of the skills audit process is the development of personal development plans for employees, based on individual competency gaps that were identified and proposed in areas of generic training for staff development. These shall be consolidated into the Department's workplace skills plan and a training plan to direct the provision of training and development to employees over the medium term.

Job descriptions are being finalised to accurately define the new job requirements of all posts in the approved establishment. All employees shall be required to revise their performance agreements and work plans against their changed performance obligations. From the third quarter, the performance of all employees shall thus be managed against the strategic objectives of the Department.

The Department will annually produce an adjusted Human Resources (HR) Plan that is realigned to the updated HR priorities, within the budget constraints.

7.3 Description of the strategic planning process

The DoW conducted its departmental strategic review session from 19 to 20 July 2015. The session was attended by the Ministry and all management of the Department. The purpose of the session was to review the Strategic Plan 2015-2020 and develop a logic model for the Department with assistance from the GTAC. The Minister conducted the key note address in which she outlined the Department's priority for the next five years as well as the interim organisational structure. Prior to the session, the various branches of the Department were requested to also develop a framework for their strategy for the next five years.

Follow up strategic planning sessions were held to refine the logic model and align it to the programmes of the Department, including EXCO sessions led by the Minister. The logic model is attached below:

Strategic Goal (Ultimate Outcome) Socially and economically empowered women in a transformed society that is gender equal

Strategic Goal (Intermediate Outcome) An informed society, (government, labour, business and community), that upholds the socio-economic empowerment of women and gender equality, and implements gender sensitive policies

Strategic Goals (Immediate Outcomes)		
<p>Programme 1: Administration</p> <p>Promotion of strategic leadership, good governance, effective, efficient and economical use of public resources for the socio-economic empowerment of women and promotion of gender equality.</p>	<p>Programme 2: Social Transformation and Economic Empowerment</p> <p>Promotion of gender mainstreaming of socio-economic and governance programmes such that they accelerate a just and equitable society for women.</p>	<p>Programme 3: Policy Stakeholder and Knowledge Management</p> <p>Promotion of gender knowledge and analysis of policy and policy implementation for socio-economic empowerment of women.</p> <p>Promotion of monitoring, evaluation and reporting systems, through advocacy and information gathering in outreach campaigns and stakeholder engagement on achievements with respect to women's socio-economic empowerment and gender equality.</p>
Strategic Objectives (Outputs)		
<p>Programme 1:</p> <p>An efficient and effective Department</p> <p>Sub-programme 1.1 Departmental Management</p> <p>Strengthened good governance to ensure that the Department delivers on its mandate.</p> <p>Sub-programme 1.2 Financial Management</p> <p>Improved strategic financial management system in DoW, enabling delivery of the mandate.</p>	<p>Programme 2:</p> <p>Women's socio-economic empowerment and gender equality promoted</p> <p>Sub-programme 2.1 Social Empowerment and Transformation</p> <p>Intervention mechanisms for gender mainstreaming for women's social empowerment and participation developed.</p> <p>Sub-programme 2.2 Economic Empowerment and Transformation</p> <p>Intervention mechanisms for women's economic empowerment mainstreamed into the Nine-Point Plan.</p>	<p>Programme 3:</p> <p>Policy, Stakeholder Coordination and Knowledge Management</p> <p>Sub-programme 3.1 Research and Policy Analysis</p> <p>Engendered research and policies that benefit and empower women socio-economically.</p> <p>Sub-Programme 3.2 Information and Knowledge Management</p> <p>Knowledge gateway on socio-economic empowerment of women and gender equality established.</p>

Strategic Objectives (Outputs)	
<p>Sub-programme 1.3 Corporate Management</p> <p>Provide appropriate human capital management and appropriate ICT and facilities enablers</p>	<p>Sub-programme 2.3 Governance Transformation, Justice and Security</p> <p>Mechanisms for engendered transformation through advancing measures for the empowerment of women towards a just society developed.</p>
	<p>Sub-programme 3.3 Stakeholder Coordination and Outreach</p> <p>Coordination of stakeholders (domestic, regional and international) that promotes women's socio-economic empowerment and gender equality.</p> <p>Outreach initiatives on women's socio-economic empowerment and gender equality conducted.</p> <p>Sub-programme 3.4: M&E</p> <p>M&E (M&E) Report on the progress made in improving the socio-economic status of women produced.</p>

8. Strategic outcome-oriented goals

Strategic Goal (Ultimate Outcome)	Socially and economically empowered women in a transformed society that is gender equal.
Goal Statement	A transformed society that is equal and women are socio-economically empowered.

Strategic Goal (Intermediate Outcome)	An informed society, (government, labour, business and community), that upholds the socio-economic empowerment of women and gender equality, and implements gender sensitive policies.
Goal Statement	A society that understands gender issues and ensures socio-economic transformation.

Programme: Administration	Promotion of strategic leadership, good governance, effective, efficient and economical use of public resources for the socio-economic empowerment of women and promotion of gender equality.
Strategic Goal (Immediate Outcome)	
Goal Statement	A department that implements prescripts and plans that support socio-economic empowerment of women and promote gender equality.

Programme 2: Social Transformation and Economic Empowerment	Promotion of gender mainstreaming of socio-economic and governance programmes such that they accelerate a just and equitable society for women.
Strategic Goal (Immediate Outcome)	
Goal Statement	A department that ensures that policies and programmes across all sectors are engendered.

Programme 3: Policy Stakeholder and Knowledge Management	Promotion of gender knowledge and research, policy analysis, M&E for socio-economic empowerment of women; and advocacy and information sharing in outreach campaigns and stakeholder engagement with respect to women's socio-economic empowerment and gender equality.
Strategic Goal (Immediate Outcome)	
Goal Statement	Engendered information and knowledge on evidence based research with M&E systems that track progress on women's socio-economic empowerment and gender equality; and outreach initiatives that are informed by and inform society on women's socio-economic empowerment and gender equality.



PART B

Strategic Objectives

PART B: STRATEGIC OBJECTIVES

PROGRAMME 1: ADMINISTRATION

The purpose of Programme 1 is to provide strategic leadership, management and administrative support services to the Department. The programme comprises the following three sub-programmes:

- **Departmental Management:** The purpose of this sub-programme is to provide executive support, strategic leadership and management of the Department.
- **Financial Management:** The purpose of this sub-programme is to provide and ensure effective and efficient financial management and supply chain services. This includes budget planning and expenditure monitoring; and the management of procurement, acquisition, logistics, asset, and financial transactions.
- **Corporate Management:** The purpose of this sub-programme is to provide effective human capital management, facilities and auxiliary management and ICT systems and facilities enablers for the Department.

a) Sub-Programme: Departmental Management

Government Outcome	An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.
DoW Outcome	Promotion of strategic leadership, good governance, effective, efficient and economical use of public resources for the socio-economic empowerment of women and promotion of gender equality.
Strategic Objective	Strengthened good governance that ensure the Department delivers on its mandate.
Objective Statement	Periodic risk assessments and audits on compliance with laws and regulations to identify potential risks and governance weaknesses.
Baseline	Unqualified audit reports in relation to performance information with reduced matters of emphasis. Management Performance Assessment Tool (MPAT) level 2 on strategic planning, reporting risk and internal audit.
Justification	Compliance with good management and corporate governance principles.
Links	Public Management Finance Act (PMFA), Public Service Act, Treasury and Public Service Regulations.
Strategic Objective Indicator	<ul style="list-style-type: none"> • Approved risk plan and quarterly risk mitigation reports • Internal audit plan, quarterly monitoring reports and internal audit reports against the plan • DoW Strategic and Annual Performance Plans reviews • DoW performance reviews • Improved departmental MPAT scores
Five-Year Target	<ul style="list-style-type: none"> • Conduct annual risk assessments/review and produce a 3-year rolling strategic risk management plan, produce quarterly risk mitigation reports and annual implementation reports • Produce a 3-year rolling strategic internal audit plan by June of each year, internal audit reports against the plan and quarterly audit implementation reports annually • Approved strategic and annual performance plans • Quarterly performance reviews conducted • Departmental compliance with all MPAT required standards

b) Sub-Programme: Financial Management

Government Outcome	An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.
DoW Outcome	Promotion of strategic leadership, good governance, effective, efficient and economical use of public resources for the socio-economic empowerment of women and promotion of gender equality.
Strategic Objective	Improved strategic financial management system in the DoW, enabling delivery of its mandate.
Objective Statement	To promote overall financial effectiveness and efficiency as measured by prudent financial management and compliance with prescripts and policies in the areas of budgeting, procurement, asset management, expenditure monitoring and reporting.
Baseline	Unqualified audit opinion on financial statements. MPAT level 2.5.
Justification	Efficient and effective utilisation of financial resources.
Links	PFMA and Treasury regulations and outcome 12.
Strategic Objective Indicator	<ul style="list-style-type: none"> • % of invoices paid within 30 days • Financial statements and reports
Five-Year Target	100% payment of all valid invoices within 30 days. Unqualified audit opinion on financial statements with reduced matters of emphasis

c) Sub-Programme: Corporate Management

Government Outcome	An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.
DoW Outcome	Promotion of strategic leadership, good governance, effective, efficient and economical use of public resources for the socio-economic empowerment of women and promotion of gender equality.
Strategic Objective	HR management.
Objective Statement	To improve the administrative operational function within the Department on an annual basis through the effective management of HR.
Baseline	Unqualified audit; restructured organisation. MPAT level 2 scores in relation to HR and ICT
Justification	Good management practices and corporate governance are prerequisites for effective service delivery. Ensure enhanced integration of systems and processes by strengthening ICT governance and ICT systems within the Department.
Links	Public Service Act and Regulations, Protocol of Corporate Governance in the Public Sector, Outcome 12.
Strategic Objective Indicator	Reduced vacancy rate % of disciplinary cases finalised within the time frame % of achievement of ICT systems availability % of business systems implemented
Five-Year Target	Maintain < 10% vacancy rate in the DoW Improved management of discipline Achievement and maintenance of system availability annually ICT business implementation plan developed for the development of the systems annually

d) **Resource considerations**

ADMINISTRATION	MTEF		
	2016/2017 R`000	2017/2018 R`000	2018/2019 R`000
Economic Classification			
Compensation of employees	51 363	50 214	51 556
Goods and services	35 353	34 375	36 060
Transfers and subsidies	2	2	2
Capital expenditure	2 639	2 766	2 926
Total	89 357	87 357	90 544

Administration is the management centre of the Department. It comprises both the Office of the Minister as well as the Office of the Director-General, and is the nodal point for executive and audit committees.

MPAT and audit improvement processes are coordinated through this programme. In terms of compliance requirements, adequate capacity is required to ensure an adequate and appropriate segregation of powers. Accordingly, when compared to the core programmes of the Department, a disproportionate percentage of resources appear to be allocated to this programme. In reality, the apparent imbalance is rather due to the lack of additional capacity in those programmes.

A revised organisational model was approved by the Executive Authority that led to the downscaling of corporate management from a branch to a chief directorate in favour of the creation of an additional core branch, and the proportionate redistribution of posts between the various business units. Nonetheless, the reality is that 26% of the approved post establishment remains unfunded through a lack of adequate baseline allocation for the compensation of employees. This is particularly evident in the Branch: Social Transformation and Economic Empowerment where 45% of posts are not funded. 12% of posts are unfunded in the Branch: Policy, Stakeholder Coordination and Knowledge Management while 15% of posts are unfunded in the Programme: Administration. Over the MTEF, the proportion of the compensation budget shall marginally increase in Administration from 68.5% to 69.3%.

Over the MTEF, additional capacity shall not be available for the progressive growth of the Department if additional funding is not made available. The high rate of unfunded posts shall not only negatively impact on the ability of the Department to provide capacity for its performance against annual targets, but also on its ability to meet compliance requirements.

e) Risk management

Risk Name	Root Causes	Risk Mitigation Action
Non-achievement of DoW mandate	<ul style="list-style-type: none"> • The Department’s mandate is not clear to internal and external stakeholders • Gaps between strategy and execution • Lack of documented departmental procedures for the preparation of strategic plan • Lack of operational plan with detailed costs • Inadequate buy-in in strategic development process by management 	<ul style="list-style-type: none"> • Develop departmental strategic plan procedures • Monthly reporting and engagements to improve performance reporting • Use of performance reporting to evaluate and improve the performance and service delivery by EXCO and MANCO • Development of the business case for improved budget allocations
Non-compliance with governance legislation	<ul style="list-style-type: none"> • Lack of training/knowledge of governance legislation • Inadequate planning • Inadequate delegations • Lack of operational plan with detailed costs 	<ul style="list-style-type: none"> • Training and awareness on legislation • Implementation of departmental MPAT, HR and Auditor-General of South Africa (AGSA) improvement plans • Monitoring of improvement plans
Inadequate ICT infrastructure and systems	<ul style="list-style-type: none"> • Inadequate ICT strategy and implementation plan • Insufficient financial resources to support the ICT implementation plan. • Lack of server/software and licences for database environment • Lack of ICT service continuity controls such as the ICT Disaster Recovery Plan (DRP) 	<ul style="list-style-type: none"> • Review and finalisation of the ICT strategy and costs • Monitor implementation of the ICT strategy • Testing of systems for service continuity
Fraud, corruption and misconduct	<ul style="list-style-type: none"> • Inadequate monitoring and safeguarding of the departmental assets and information • Non-adherence to policies and procedures • Interference with HR and supply chain management (SCM) processes 	<ul style="list-style-type: none"> • Training and awareness on policies and procedures • Effective consequence management

Risk Name	Root Causes	Risk Mitigation Action
Inadequate capacity (human skills and resources)	<ul style="list-style-type: none"> Lack of sufficient financial resources High turnover High vacancy rate Inadequate implementation of recruitment and selection processes Insufficient gender expertise 	<ul style="list-style-type: none"> Human resource development (HRD) based on classification of the required skills Monitoring the implementation of the recruitment and selection process Monitoring the implementation of the performance development plans (PDPs) and alignment to strategic needs of DoW Effective management of performance of staff

PROGRAMME 2: SOCIAL TRANSFORMATION AND ECONOMIC EMPOWERMENT

The **purpose of this programme** is to facilitate and promote the attainment of women's socio-economic empowerment and gender equality.

The programme consists of three sub-programmes:

Social Empowerment and Transformation: The purpose of this sub-programme is to provide intervention mechanisms on policies and programme implementation for mainstreaming the social empowerment and participation of women towards social transformation.

Economic Empowerment and Participation: The purpose of this sub-programme is to provide intervention mechanisms on policies and programme implementation for mainstreaming the economic empowerment and participation of women towards economic transformation and development.

Governance Transformation, Justice and Security: The purpose of this sub-programme is to mainstream gender equality, reduce and contribute to eliminating gender-based violence.

a) Sub-Programme: Economic Empowerment and Participation

Government Outcome	Decent employment through inclusive economic growth.
DoW outcome	Promotion of gender mainstreaming of socio-economic and governance programmes such that they accelerate a just and equitable society for women.
Strategic Objective	Intervention mechanisms on policies and programme implementation for mainstreaming the economic empowerment and participation of women towards economic transformation and development.
Objective Statement	To develop economic transformation mechanisms and promote economic participation of women in the South African economy.
Baseline	No baseline.
Justification	Women economic empowerment; participation and amongst others access to credit and funding opportunities.
Links	MTSF Outcomes 4 and 6.
Strategic Objective Indicator	Intervention mechanisms for women's economic empowerment mainstreamed into the Nine-Point Plan.

Five-Year Target	Intervention mechanisms for ensuring women's access and full participation in the economy engendered (In annually identified specific areas).
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b) Sub-Programme: Social Empowerment and Transformation

Government Outcome	An inclusive and responsive social protection system.
DoW Outcome	Promotion of gender mainstreaming of socio-economic and governance programmes such that they accelerate a just and equitable society for women.
Strategic Objective	Intervention mechanisms for gender mainstreaming for women's social empowerment and participation developed.
Objective Statement	To develop social transformation mechanisms for empowerment and promote participation of women in South Africa.
Baseline	No set baseline available.
Justification	Women's social empowerment that mainstreams gender towards a transformed and gender equal society.
Links	MTSF Outcomes 1, 2, 8 and 13.
Strategic Objective Indicator	Intervention mechanisms for women's social participation mainstreamed.
Five-Year Target	Intervention mechanisms for women's social participation and empowerment engendered (In annually identified specific areas).

c) Sub-Programme: Governance Transformation, Justice and Security

Government Outcome	All people in South Africa are and feel safe.
DoW Outcome	Promotion of gender mainstreaming of socio-economic and governance programmes such that they accelerate a just and equitable society for women.
Strategic Objective	Mechanisms for engendered transformation through advancing measures for the empowerment of women towards a just society developed.
Objective Statement	To provide mechanisms to reduce and contribute to eliminating gender-based violence.
Baseline	South African Integrated Programme of Action – addressing Violence Against Women and Children (2013-2018). National Policy Framework on Women's Empowerment and Gender Equality (2000)
Justification	To translate policy into plans, programmes and budgets that are responsive to women's empowerment by ensuring women's full and equal participation in societal attitudes and behaviours towards a gender equal society.
Links	MTSF Outcomes 3 and 12.

Strategic Objective Indicator	Intervention mechanisms for women's socio-economic empowerment mainstreamed (Gender mainstreaming strategy and gender responsive budget (GRB) framework).
Five-Year Target	Intervention mechanisms to mainstream gender equality developed and implemented (Gender mainstreaming strategy and GRB framework).

Government Outcome	All people in South Africa are and feel safe.
DoW Outcome	Promotion of gender mainstreaming of socio-economic and governance programmes such that they accelerate a just and equitable society for women.
Strategic Objective	Mechanisms for engendered transformation through advancing measures for the empowerment of women towards a just society developed.
Objective Statement	To provide mechanisms to reduce and contribute to eliminating gender-based violence.
Baseline	South African Integrated Programme of Action – addressing Violence Against Women and Children (2013–2018). National Policy Framework on Women's Empowerment and Gender Equality (2000).
Justification	To translate policy into plans, programmes and budgets that are responsive to women's empowerment by ensuring women's full and equal participation in societal attitudes and behaviours towards a gender equal society.
Links	MTSF Outcomes 3 and 12.
Strategic Objective Indicator	Intervention mechanisms for the prevention of violence against women facilitated.
Five-Year Target	Intervention mechanisms for the prevention of violence against women developed.

d) Resource considerations

Economic Classification	2016/2017 R`000	2017/2018 R`000	2018/2019 R`000
Compensation of employees	7 265	7 008	7 216
Goods and services	6 824	13 231	14 001
Transfers and subsidies	69 891	78 266	82 805
Capital expenditure	422	375	397
Total	84 402	98 880	104 419

Through integrated work with specific government clusters and their departments, the DoW engages with and assesses the impact of the services that these clusters and departments deliver in terms of the socio-economic empowerment of women and gender equality. The Department uses its findings to make recommendations to the clusters and their departments on how to improve service delivery models to be more gender sensitive.

In August 2015, the Department produced The Status of Women in the South African Economy Report which was released by the President. The report covers five broad themes in detail: education; labour markets; access to credit, land, and property; poverty and inequality; and unpaid work. The report reveals trends, identifying where South African society successfully enabled women's full participation in the economy and where there is a need for refocused efforts. Over the medium term, the Department will monitor the implementation of the report's recommendations in the relevant departments. Amongst other, this will be done by:

Developing a set of guidelines for recording women's ownership of land and property;
 ; Fostering initiatives that will encourage young women and girls to venture into male dominated fields of study;
 Increasing support to women and girls who drop out of education because of family commitments and pregnancies;
 and

Facilitating dialogues on measures to reduce the number of hours that women give to unpaid care work.

These activities are budgeted for in the Policy, Stakeholder Coordination and Knowledge Management programme, which accounts for 44.6% or R10.8 million of the Policy, Stakeholder Coordination and Knowledge Management programme's budget over the medium term.

The Department will also develop mechanisms to address identified gaps in the implementation of existing policies on women's socio-economic empowerment. The mechanisms to be developed among other include:

Interventions for skilling women in line with the Nine-Point Plan to grow the economy;

A gender sensitive strategic planning framework;

A gender responsive budgeting framework; and

A prevention strategy for the integrated programme of action on violence against women and children.

The gender sensitive strategic planning and GRB frameworks will guide government on how it may need to adjust its priorities and reallocate its resources to meet its commitments to women, including those stipulated in the Convention on the Elimination of All Forms of Discrimination against Women and the Beijing Declaration and Platform for Action. Gendered budgets can be critical to transforming rhetoric about women's empowerment into concrete reality. These activities are budgeted for in the Social Transformation and Economic Empowerment Programme, which accounts for 46.2% of the Department's total budget over the medium term.

e) Risk management

Risk Name	Root Causes	Risk Mitigation Action
<p>Inadequate implementation of legislation to promote the women agenda (socio-economic empowerment)</p>	<ul style="list-style-type: none"> • Lack of stakeholder understanding and commitment to gender mainstreaming • Lack of sharing of information and knowledge • Failure to comment on existing legislation and bills that negatively impact on socio-economic empowerment of women and advancement of gender equality • Inadequate oversight capacity and expertise on policies and programmes for socio-economic empowerment of women and advancement of gender equality 	<ul style="list-style-type: none"> • Monitor and publish progress on the implementation of policies, programmes and efforts for women's empowerment on a domestic, national and international level • Information and knowledge sharing • Gender mainstreaming guidelines
<p>Violence against women</p>	<ul style="list-style-type: none"> • Fragmented nature of the implementation of policies, programmes and strategies to address violence against women 	<ul style="list-style-type: none"> • To monitor the coordinated, integrated and interdepartmental Programmes of Action(PoA) (Inter-Ministerial Committee (IMC) of the Department of Social Development (DSD) and IMC of Violence against women

Risk Name	Root Causes	Risk Mitigation Action
Access, participation and transformation	<ul style="list-style-type: none"> • Predominance of gender imbalances/disparities in major economic sectors of the country, especially in key decision-making positions 	<ul style="list-style-type: none"> • Participate in all intergovernmental relations (IGR) • Improve inter-branch working relationships • Strengthen economic rights by improving administration
Programme development and policy initiatives: sustainability	<ul style="list-style-type: none"> • Reversal of the women's empowerment agenda 	<ul style="list-style-type: none"> • Conduct training workshops on the formulation of policies with gender perspectives
Mechanism implementation	<ul style="list-style-type: none"> • Inability to promote and protect the social and related rights of women 	<ul style="list-style-type: none"> • Allocate adequate resources to the programmes, e.g. allocation of budget according to the strategy • Facilitate skills development programme on the implementation of mechanisms for stakeholders • Work with the internal communication unit to conduct an outreach programme among communities to disseminate knowledge on the rights of women • Conduct change management programmes for stakeholders • Work together with the traditional leaders to address harmful cultural practices

PROGRAMME 3: POLICY, STAKEHOLDER COORDINATION AND KNOWLEDGE MANAGEMENT

The **purpose of Programme 3** is to undertake research, policy analysis, knowledge management, monitoring, evaluation, outreach and stakeholder coordination for women's socio-economic empowerment and gender equality.

The programme consists of four sub-programmes:

Research and Policy Analysis: The purpose of this sub-programme is to promote the development of gender sensitive research and conduct policy analysis to intervene in transformation for socio-economic empowerment of women and gender equality.

Information and Knowledge Management: The purpose of this sub-programme is to position the Department as the knowledge gateway to socio-economic empowerment of women and gender equality.

Stakeholder Coordination and Outreach: The purpose of this sub-programme is stakeholder management and international relations and to conduct outreach initiatives which promote women's socio-economic empowerment and gender equality.

M&E: The purpose of this sub-programme is to monitor and evaluate progress on the empowerment of women in line with national laws, regional, continental and international treaties and commitments.

a) **Sub-Programme: Research and Policy Analysis**

Government Outcome	Transforming society and uniting the country.
DoW Outcome	Promotion of gender knowledge and analysis of policy and policy implementation for socio-economic empowerment of women.
Strategic Objective	Engendered research and policies that benefit and empower women socio-economically.
Objective Statement	To promote research on women's issues so that there is evidence based information to inform effective planning and decision-making. This can include longitudinal studies, surveys and research undertakings.
Baseline	No baseline.
Justification	Evidence based planning and decision-making.
Links	Gender Series Volume 1, Economic Empowerment 2014. NDP Vision 2030 and MTSF 2014-2019.
Objective Indicator	Research on the specific areas related to the Nine-Point Plan to inform measures for the promotion of women's socio-economic empowerment and gender equality. Research strategy on women's socio-economic empowerment in relation to Nine-Point Plan developed.
Five-Year Target	Three research analytical reports on the socio-economic empowerment of women in relation to the Nine-Point Plan developed. Five-year research strategy on women's socio-economic empowerment and gender equality in relation to Nine-Point Plan developed and implemented.

Government Outcome	Transforming society and uniting the country.
DoW Outcome	Promotion of gender knowledge and analysis of policy and policy implementation for socio-economic empowerment of women.
Strategic Objective	Engendered research and policies that benefit and empower women socio-economically.
Objective Statement	Gender-responsive policies and programmes developed across government.
Baseline	None.
Justification	Gender-responsive policies and programmes are not gender responsive.
Links	MTSF Outcomes 2, 3, 4, 13, and 14.
Objective Indicator	Gender analysis of policies related to the Nine-Point Plan conducted.
Five-Year Target	Five gender policy papers on benefits to women of government incentive schemes in areas related to the Nine-Point Plan.

b) **Sub-Programme: Information and Knowledge Management**

Government Outcome	Transforming society and uniting the country.
DoW Outcome	Promotion of gender knowledge and analysis of policy and policy implementation for socio-economic empowerment of women.
Strategic Objective	Information and knowledge management (IKM) audits on socio-economic empowerment and gender equality.

Objective Statement	To gather and collect gender knowledge and information, and to be accessible for improved socio-economic empowerment of women and gender equality.
Baseline	Statistics Gender Series. The status of women in the South African economy.
Justification	Gather and make accessible key information about the socio-economic position of women in South Africa.
Links	MTSF Outcomes 2, 3, 4, 13, and 14.
Objective Indicator	Information and knowledge gateway on socio-economic empowerment of women and gender equality developed.
Five-Year Target	Information and knowledge gateway on socio-economic empowerment of women created.

c) **Sub-Programme: Stakeholder Coordination and Outreach**

Government Outcome	Transforming society and uniting the country.
DoW Outcome	Promotion of advocacy and information sharing in outreach campaigns and stakeholder engagement on achievements with respect to women's socio-economic empowerment and gender equality.
Strategic Objective	Coordination of stakeholders (domestic, regional and international) that promote women's socio-economic empowerment and gender equality.
Objective Statement	To undertake consultation and advocacy with government, business, labour and community and international stakeholders on women's socio-economic empowerment and gender equality.
Baseline	Women's Month, United Nations Commission on the Status of Women (UNCSSW) consultative session and dialogues.
Justification	To promote women's socio-economic empowerment and gender equality.
Links	Conventions/protocols/international treaties.
Strategic Objective Indicator	Number of reports on the domestication of international commitments (SDGs, SADC, AU and UN).
Five- Year Target	Twelve reports on strategic multilateral relations produced.

Government Outcome	Transforming society and uniting the country.
DoW Outcome	Promotion of advocacy and information gathering in outreach campaigns and stakeholder engagements on achievements with respect to women's socio-economic empowerment and gender equality.
Strategic Objective	Outreach initiatives on women's socio-economic empowerment and gender equality conducted.
Objective Statement	To raise awareness, execute public education programmes and gather information on the improved socio-economic empowerment of women and gender equality, which may include campaigns, dialogues, symposia, workshops, community izimbizo and seminars.
Baseline	Six gender campaigns per year.
Justification	To help create an informed society that upholds the socio-economic empowerment of women and gender equality and ensures that the DoW is in touch with the views of citizens, and particularly women.
Links	MTSF Outcome 14.

Strategic Objective Indicator	<ul style="list-style-type: none"> Number of outreach initiatives on women, including young women, on socio-economic empowerment of women, social cohesion and nation building Number of community mobilisation initiatives on socio-economic empowerment issues affecting women on gender-based violence, social cohesion, nation building and other related intolerances
Five-Year Target	<p>16 outreach initiatives on women, including young women empowerment and promotion of human rights conducted.</p> <p>45 community mobilisation initiatives on socio-economic issues affecting women, including young women, on gender-based violence, social cohesion, nation building and other related intolerances</p>

d) **Sub-Programme: M&E**

Government Outcome	Transforming society and uniting the country.
DoW Outcome	Promotion of monitoring, evaluation and reporting systems, on achievements with respect to women's socio-economic empowerment and gender equality.
Strategic Objective	Monitor progress made on socio-economic empowerment of women and evaluate impact of government programmes developed to change lives of women in the country.
Objective Statement	To measure the success and impact of policy and programmes that seek to promote women's socio-economic empowerment and gender equality.
Baseline	Status of women in the South African economy report.
Justification	To monitor and evaluate progress on the empowerment of women in line with national laws, regional, continental and international treaties in order to inform decision-making and planning.
Links	MTSF Outcomes 2, 3, 4, 12, 13, and 14.
Strategic Objective Indicator	<ul style="list-style-type: none"> Number of strategic planning documents of the economic cluster departments analysed Number of impact assessment reports on progress made on women's economic empowerment in the economic cluster departments Women empowerment monitoring and evaluation frameworks developed Monitoring and evaluation system developed
Five-Year Target	<p>Five reports on the economic cluster departmental strategic planning documents analysed</p> <p>10 impact assessment reports on progress made on women's economic empowerment in the economic cluster departments</p> <p>Implementation of women empowerment monitoring and evaluation frameworks monitored</p> <p>Monitoring and evaluation system developed</p>

e) Sub-Programme: M&E

Government Outcome	All people in South Africa are and feel safe.
DoW Outcome	Promotion of gender mainstreaming of socio-economic and governance programmes such that they accelerate a just and equitable society for women.
Strategic Objective	Analyse, monitor and evaluate programmes developed by justice cluster to eliminate gender-based violence.
Objective Statement	To report on the implementation of and compliance with legislation of gender-based violence to eliminate gender-based violence in the country.
Baseline	South African Integrated Programme of Action – addressing Violence Against Women and Children (2013-2018). National Policy Framework on Women’s Empowerment and Gender Equality (2000).
Justification	To eliminate gender-based violence in the country.
Links	MTSF Outcomes 3 and 12.
Strategic Objective Indicator	M&E of the impact of government programmes planned to eliminate gender-based violence.
Five-Year Target	To assess impact and progress made on the elimination of gender-based violence in the country.

f) Resource considerations

Economic Classification	2016/2017 R'000	2017/2018 R'000	2018/2019 R'000
Compensation of employees	13 985	15 617	16 004
Goods and services	8 473	4 874	5 155
Transfers and subsidies	0	0	0
Capital expenditure	670	712	754
Total	23 128	21 203	21 913

The Department will analyse existing policies on the socio-economic empowerment of women and progress in their implementation. It will identify implementation gaps and determine the need for interventions. This work is budgeted for in the Research and Policy Analysis sub-programme, which accounts for 20.6% or R18.5 million of the medium term budget of the Policy, Stakeholder Coordination and Knowledge Management Programme.

In addition, the Department will monitor and evaluate progress on the socio-economic empowerment of women in relation to the Nine-Point Plan, Operation Phakisa, national laws, and regional, continental and international treaties. This work is budgeted for in the M&E sub-programme, and accounts for 21.8% or R19.5 million of the medium term budget of the Policy, Stakeholder Coordination and Knowledge Management Programme.

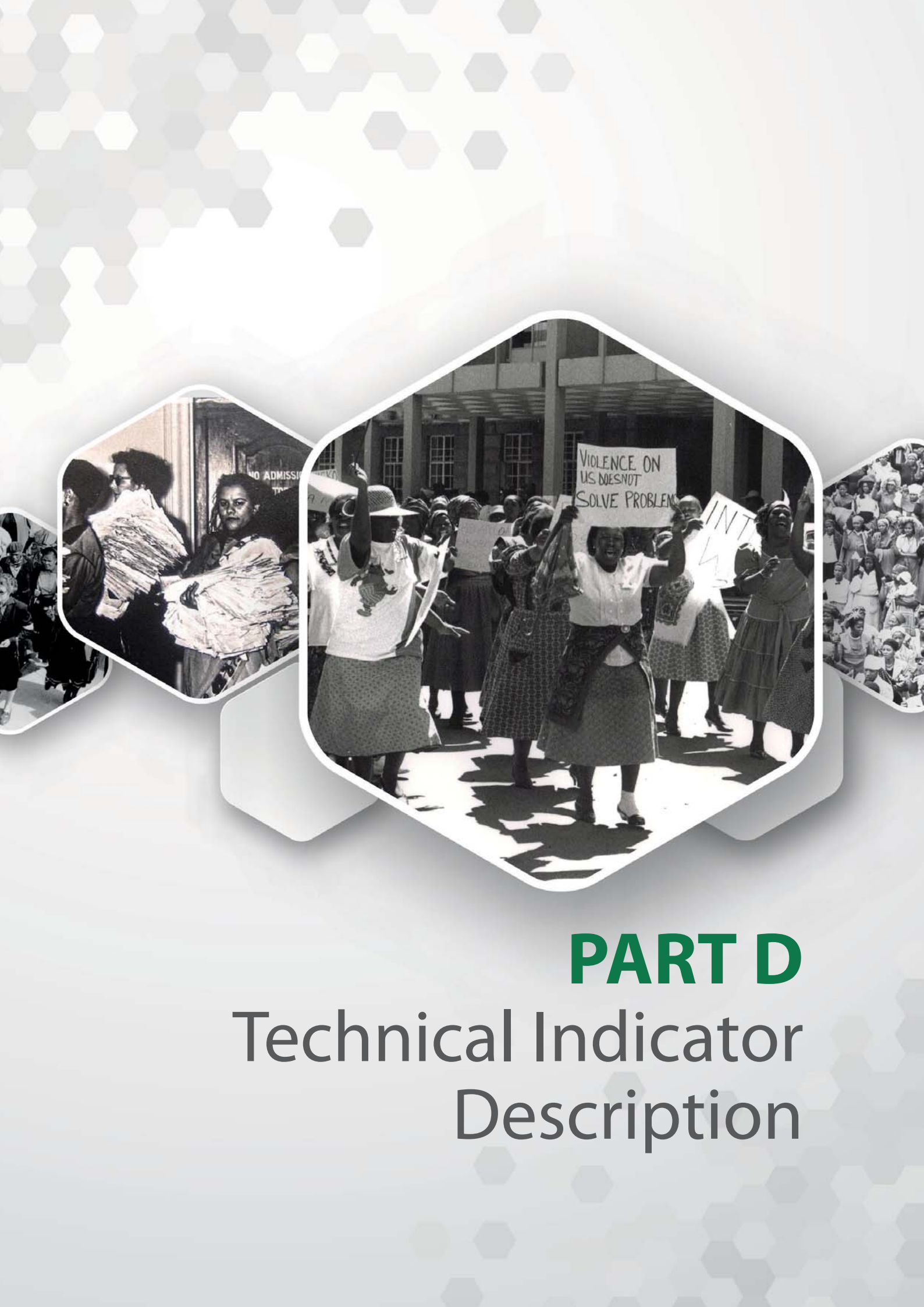
The Department plans to serve as a depository of knowledge on the socio-economic empowerment of women, and will, over the medium term, intensify its efforts by conducting audits of existing information and establishing an IKM system that comprises a range of databases. This work is budgeted for in the Information and Knowledge Management sub-programme, which constitutes 6.7% or R6 million of the Policy, Stakeholder Coordination and Knowledge Programme’s medium term budget. The sub-programme was established in 2015/2016, and spend in it is expected to increase at an average annual rate of 34.8% over the medium term.

Because of the labour intensive nature of knowledge work, compensation of employees is the main cost driver in the Policy, Stakeholder Coordination and Knowledge Programme, accounting for 67.4% or R60.3 million of spend in the programme over the medium term.

The Department's awareness raising and outreach initiatives include quarterly, annual and once off national and community dialogues and campaigns on women's socio-economic empowerment, gender-based violence, women's health, and harmful cultural, religious and traditional beliefs. These activities are budgeted for in the Stakeholder Coordination and Outreach sub-programme of the Policy, Stakeholder Coordination and Knowledge Management programme. The main cost drivers are compensation of employees (R12.7 million or 52.5% of the sub-programme's total medium term budget) and goods and services (R10.8 million or 44.6% of the budget). The spend on goods and services is mainly for advertising, catering, and travel and subsistence.

g) Risk management

Risk Name	Root Causes	Risk Mitigation Action
Reputational risks	<ul style="list-style-type: none"> • Lack of understanding of DoW mandate by external stakeholders • Inconsistent and inadequate internal and external communication • Inconsistent application of the Department's brand • Diverse interpretation of gender issues • Publication of country and administrative reports with errors 	<ul style="list-style-type: none"> • Monitor implementation of the communication strategy • Quality assurance standards for publications • Standard operating procedures manual
IKM	<ul style="list-style-type: none"> • Inability to adequately gather information 	<ul style="list-style-type: none"> • Develop and implement an IKM strategy and systems • Enter into memoranda of understanding (MoUs) and service level agreements (SLAs) with information holders • Facilitate continuous training of personnel on IKM strategy and systems
IKM: adequacy	<ul style="list-style-type: none"> • Inability to adequately gather and preserve key historical (heritage) information about women in South Africa 	<ul style="list-style-type: none"> • Develop and implement an IKM strategy and systems • Facilitate continuous training of personnel on the IKM strategy and systems
Policy analysis	<ul style="list-style-type: none"> • Insufficient information and data available and/or disaggregated to enable thorough analysis of policies and programmes in relation to the nine Point Plan 	<ul style="list-style-type: none"> • Gender indicators need to be infused into relevant department M&E systems • Departments to be fully engaged in the policy analysis process
Outreach	<ul style="list-style-type: none"> • Insufficient number of awareness raising initiatives in a single community to actually impact behavior change 	<ul style="list-style-type: none"> • Programmatic approach to outreach activities • Sustainable programme implementation in a community



PART D

Technical Indicator Description

PART D: TECHNICAL INDICATOR DESCRIPTION

PROGRAMME 1: ADMINISTRATION

Sub-Programme: Departmental Management

Strategic Objective Title	Strengthen good governance that ensures the Department delivers on its mandate
Short Definition	Measurement of implemented agreed upon management action plans
Purpose/Importance	To improve the internal control environment of the Department
Source/Collection of Data	Internal Audit, Internal Operations, Audit Committee, DG, Ministry, AG, EXCO members
Method of Calculation	Number of satisfactory implemented agreed upon management action plans
Data Limitation	Unavailability of resources to implement agreed upon management action plans
Type of Indicator	Outcome
Calculation Type	Non-cumulative
Reporting Cycle	Monthly
New Indicator	Yes
Desired Performance	Improved internal control environment of the Department
Indicator Responsibility	DDGs and Chief Directors

Sub-Programme: Departmental Management

Objective Indicator Title	Approved risk plan and quarterly risk mitigation reports
Short Definition	Develop and ensure approval of the risk management plan within prescribed timeframes
Purpose/Importance	To comply with reporting framework
Source/Collection of Data	Approved risk management framework
Method of Calculation	Document verification
Data Limitation	None
Type of Indicator	Output , quantitative
Calculation Type	None cumulative
Reporting Cycle	Quarterly
New Indicator	New
Desired Performance	Compliance with reporting requirements
Indicator Responsibility	Director: Internal Operations Efficiency

Sub-Programme: Departmental Management

Objective Indicator Title	Approved Internal Audit Plan
Short Definition	Annual Internal Audit Plan and a rolling Three-Year Strategic Internal Audit Plan
Purpose/Importance	To ensure that risk-based Internal Audit projects are performed in the Department
Source/Collection of Data	Departmental Risk Report

Method of Calculation	No calculation required
Data Limitation	Departmental Risk Report not readily available
Type of Indicator	Output
Calculation Type	No calculation required
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	All projects in the plan completed and quarterly Internal Audit reports submitted
Indicator Responsibility	Director: Internal Audit

Sub-Programme: Departmental Management

Objective Indicator Title	DoW Strategic and Annual Performance Plan
Short Definition	Develop and ensure approval of the Strategic and Annual Performance Plan
Purpose/Importance	To comply with reporting framework
Source/Collection of Data	Approved Strategic and Annual Performance Plan
Method of Calculation	Document verification
Data Limitation	None
Type of Indicator	Output , quantitative
Calculation Type	None cumulative
Reporting Cycle	Quarterly
New Indicator	New
Desired Performance	Compliance with the National Treasury Planning Framework and reporting requirements
Indicator Responsibility	Director: Planning and Reporting

Sub-Programme: Departmental Management

Objective Indicator Title	Improved MPAT scores for each of the key performance areas (KPA's)
Short Definition	Monitoring of performance on MPAT and ensuring achievement of standards
Purpose/Importance	To improve governance and compliance with MPAT
Source/Collection of Data	MPAT, KPA ey Performance Area Coordinators
Method of Calculation	Each performance area is measure against a standard as determined by the Department of Planning, M&E
Data Limitation	Lack of cooperation from KPA Coordinators
Type of Indicator	Input
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Improved MPAT scores as per standard allocated in each performance area
Indicator Responsibility	Director: Internal Operations Efficiency

Sub-Programme: Financial Management

Objective Indicator Title	% of invoices paid within 30 days
Short Definition	Ensure that payments are effected within 30 days from receipt of invoice by the DoW

Purpose/Importance	To ensure compliance with Instruction Note 34 from National Treasury and also to ensure that suppliers are paid on time
Source/Collection of Data	BAS document control report
Method of Calculation	Number of payments made outside of 30 days for the relevant month divided by total number of payments made for the relevant month
Data Limitation	Invoices that were received by the DoW but were not registered in SCM
Type of Indicator	Input
Calculation Type	Non-cumulative
Reporting Cycle	Monthly
New Indicator	No
Desired Performance	100% of service providers paid within 30 days
Indicator Responsibility	Chief Financial Officer

Sub-Programme: Financial Management

Objective Indicator Title	Financial Statements and Reports
Short Definition	Providing of financial status of the Department to the relevant stakeholders as per requirements in the PFMA and Treasury Regulations
Purpose/Importance	To ensure compliance with PFMA and Treasury Regulations
Source/Collection of Data	BAS reports
Method of Calculation	As per the National Treasury guidelines and template
Data Limitation	Information that is manually kept is not on systems such as for the register for gifts, donations and sponsorships
Type of Indicator	Input
Calculation Type	Cumulative
Reporting Cycle	Quarterly and annually
New Indicator	No
Desired Performance	100% compliance
Indicator Responsibility	Chief Financial Officer

Sub-Programme: Corporate Management

Objective Indicator Title	Reduced vacancy rate
Short Definition	Number of vacancies filled
Purpose/Importance	Determines the extent to which the Department recruits timeously
Source/Collection of Data	PERSAL records
Method of Calculation	Mathematical calculation as a percentage
Data Limitation	Accuracy of PERSAL records
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	New
Desired Performance	100%
Indicator Responsibility	Chief Director: Resource Management

Sub-Programme: Corporate Management

Objective Indicator Title	% of disciplinary cases finalised within the prescribed time frame
Short Definition	Number of disciplinary cases finalised within the prescribed time frame
Purpose/Importance	Determines the extent to which disciplinary cases are finalised within the prescribed timeframe of six months
Source/Collection of Data	PERSAL records
Method of Calculation	Mathematical calculation as a percentage
Data Limitation	Accuracy of PERSAL records
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	New
Desired Performance	100%
Indicator Responsibility	Chief Director: Resource Management

Sub-Programme: Corporate Management

Objective Indicator Title	% of achievement of ICT systems availability
Short Definition	Reports that show the availability of all critical systems including network availability
Purpose/Importance	All applications and systems that the Department use to perform its functions need to be available and accessible
Source/Collection of Data	Availability and accessibility reports generated
Method of Calculation	System's performance reports from monitoring tools
Data Limitation	Lack of monitoring tools
Type of Indicator	Input
Calculation Type	Non-cumulative
Reporting Cycle	Monthly
New Indicator	Yes
Desired Performance	95% availability of the ICT systems and infrastructure
Indicator Responsibility	Chief Director: Corporate Management

Sub-Programme: Corporate Management

Objective Indicator Title	% of business systems implemented
Short Definition	Ensure that the ICT infrastructure which includes servers, storage and data network is monitored and managed
Purpose/Importance	Proactive planning is conducted and actions are taken for scalability and to avoid downtime
Source/Collection of Data	Availability and accessibility reports generated
Method of Calculation	Performance reports
Data Limitation	Lack of monitoring tools
Type of Indicator	Input
Calculation Type	Non-cumulative

Reporting Cycle	Monthly
New Indicator	Yes
Desired Performance	95% availability of the network infrastructure
Indicator Responsibility	Chief Director: Resource Management

PROGRAMME 2: SOCIAL TRANSFORMATION AND ECONOMIC EMPOWERMENT

Sub-Programme: Economic Empowerment

Strategic Objective Title (for sub-programmes)	Intervention mechanisms on policies and programme implementation for mainstreaming the economic empowerment and participation of women towards economic transformation and development
Short Definition	To develop economic transformation mechanisms/tools and promote economic participation of women in the economy
Purpose/Importance	The purpose is to provide intervention mechanisms, that is guidance and tools on policies and programme implementation for mainstreaming the economic empowerment and participation of women towards economic transformation and development
Source/Collection of Data	Government, academic and private sector policies and programmes
Method of Calculation	Evidence based analysis
Data Limitation	Data not disaggregated by gender
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly and annually
New Indicator	Yes
Desired Performance	Women are economically empowered in all sectors and can fully participate in the country's economy at all levels
Indicator Responsibility	Chief Directorate: Economic Empowerment and Participation

Sub-Programme: Economic Empowerment

Objective Indicator Title	Intervention mechanisms for women's economic empowerment mainstreamed into the Nine-Point Plan
Short Definition	Tools and approaches to achieve socio-economic plans, programmes and budgets towards a gender equal society such as a framework for GRB, a gender mainstreaming strategy and steps for gender mainstreaming (e.g. providing government departments in the economic cluster with DoW's Easy Guide to Gender Mainstreaming)
Purpose/Importance	Women are half the country's population, but due to the gender unequal society, are either ignored or marginalised (e.g. a small percentage of the large budget) especially in economic plans and programmes. For this reason women need to become central in the economy and in society
Source/Collection of Data	Government departments, statutory bodies (e.g. CGE), civil society sources (e.g. business data), DoW M&E Chief Directorate
Method of Calculation	Evidence based analysis
Data Limitation	Unavailability of information and/or stakeholders
Type of Indicator	Output
Calculation Type	Cumulative

Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	The economic sector departments are being capacitated to incorporate women's issues into all economic programmes, policies, projects and plans. This will ensure that the Nine-Point Plan starts to be engendered
Indicator Responsibility	Chief Directorate: Economic Empowerment and Participation

Sub-Programme: Social Empowerment

Strategic Objective Title (for sub-programmes)	Intervention mechanisms for gender mainstreaming for women's social empowerment and participation developed
Short Definition	To develop social transformation mechanisms for empowerment and promote participation of women's social participation towards a socially inclusive society
Purpose/Importance	To provide intervention mechanisms on policies and programme implementation for mainstreaming the social empowerment and participation of women towards social transformation
Source/Collection of Data	Government, academic and private sector policies and programmes
Method of Calculation	Evidence based analysis
Data Limitation	No standardised approach or mechanisms for women's social empowerment and transformation
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly and annually
New Indicator	Output
Desired Performance	Gender responsive intervention mechanisms, that is, tools and programmes for women's social participation and empowerment
Indicator Responsibility	Chief Directorate: Social Empowerment and Transformation

Sub-Programme: Social Empowerment

Objective Indicator Title	Intervention mechanisms for women's social participation mainstreamed
Short Definition	Tools and approaches to achieve social plans, programmes and budgets towards a gender equal society (e.g. providing government departments in the economic cluster with the DoW's Easy Guide to Gender Mainstreaming)
Purpose/Importance	Women are half the country's population but due to the gender unequal society, are either ignored or marginalised (e.g. a small percentage of the large budget) in government plans and programmes; hence women need to become central in society
Source/Collection of Data	Government departments, statutory bodies (e.g. CGE), civil society sources, DoW M&E Chief Directorate
Method of Calculation	Evidence based analysis
Data Limitation	Unavailability of information and/or stakeholders
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	Moving towards a gender equal society
Indicator Responsibility	Chief Directorate: Social Empowerment and Transformation

Sub-Programme: Governance Transformation, Justice and Security

Strategic Objective Title (for sub-programmes)	Mechanisms for engendered transformation through advancing measures for the empowerment of women towards a just society developed
Short Definition	To provide guidance and tools to reduce and contribute to eliminating gender-based violence
Purpose/Importance	To mainstream gender equality, reduce and contribute to eliminating gender-based violence and women's access to justice and security
Source/Collection of Data	South African Integrated Programme of Action – addressing Violence Against Women and Children (2013-2018). National Gender Policy Framework on Women's Empowerment and Gender Equality (2000).
Method of Calculation	Evidence based analysis
Data Limitation	Lack of official data and statistics on violence against women
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly and annually
New Indicator	Yes
Desired Performance	Institutionalisation of gender responsive plans, programmes and budgets including prevention tools/ mechanisms to mainstream gender equality, reduce and contribute to eliminating gender-based violence.
Indicator Responsibility	Chief Directorate: Governance, Justice and Security

Sub-Programme: Governance Transformation, Justice and Security

Objective Indicator Title	Mainstreaming intervention mechanisms developed and implemented (Gender mainstreaming strategy and GRB framework)
Short Definition	To provide frameworks on gender mainstreaming in government and to contribute towards government programmes to combat gender-based violence (e.g. the Integrated Programme of Action to prevent Violence Against Women and Children)
Purpose/Importance	In a democracy where gender equality is central to the Constitution, women as half the population should be ensured safe, just and productive lives
Source/Collection of Data	South African Integrated Programme of Action – addressing Violence Against Women and Children (IPOA VAWC) (2013-2018). National Gender Policy Framework on Women's Empowerment and Gender Equality (2000).
Method of Calculation	Evidence based analysis
Data Limitation	Lack of coordination of IPOA on VAWC
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Annual
New Indicator	Yes
Desired Performance	To contribute to a just society where women are secure and safe
Indicator Responsibility	Chief Directorate: Governance, Justice and Security

PROGRAMME 3: POLICY, STAKEHOLDER COORDINATION AND KNOWLEDGE MANAGEMENT

Sub-Programme: Research and Policy Analysis

Strategic Objective Title (for sub-programmes)	Engendered research and policies that benefit and empower women socio-economically
Short Definition	This strategic objective seeks to ensure that women's issues for their empowerment are incorporated in all research and policy and programmes through analysing existing and new research and policies related to women's socio-economic empowerment. The focus will be on analysing research, policies and programmes related to the Nine-Point Plan of government. We will look particularly at land reform, Agri-parks, the Industrial Policy Action Plan (IPAP) and the Oceans Economy
Purpose/Importance	To inform government planning for the effective implementation of policies and programmes
Source/Collection of Data	Official statistics, departmental and outcome reports, new and existing policies and research reports
Method of Calculation	Simple count
Data Limitation	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	Three analytical research reports on the socio-economic empowerment of women in relation to the Nine-Point Plan; a research strategy in relation to the Nine-Point Plan as well as five gender policy papers on land reform, Agri-parks, IPAP, the Oceans Economy and benefits to women from government's incentive schemes
Indicator Responsibility	Chief Director: Research and Policy Analysis

Sub-Programme: Research and Policy Analysis

Objective Indicator Title	Research on the specific areas related to the Nine-Point Plan to inform measures for the promotion of women socio-economic empowerment and gender equality
Short Definition	<p>Research analysis on women's socio-economic empowerment in relation to the Nine-Point Plan is conducted. Over the five-year period, the focus will be on analysing research reports and programmes on land reform, Agri-parks, IPAP and the Oceans Economy. The end product will be the development of a research analytic report. No research will be undertaken.</p> <p>In addition, there will be research to inform the annual report on the Solemn Declaration and other international reporting commitments such as CEDAW, Beijing+25 and SADC and AU protocols</p>
Purpose/Importance	To inform government planning and the effective implementation of policies and programmes in line with the Nine-Point Plan to ensure that women's empowerment issues are mainstreamed. This is fundamentally aimed at women's economic empowerment
Source/Collection of Data	Official statistical data, departmental reports and reports on outcomes

Method of Calculation	Simple count
Data Limitation	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	Yes
Desired Performance	Three research analytical reports on the socio-economic empowerment of women in relation to the Nine-Point Plan on land reform and Agri-parks, IPAP and the Oceans Economy developed Annual SDGEA reports produced and one report on SADC protocol and one report on Beijing+25 developed
Indicator Responsibility	Chief Director: Research and Policy Analysis

Sub-Programme: Research and Policy Analysis

Objective Indicator Title	Research strategy on women's socio-economic empowerment in relation to Nine-Point Plan developed and implemented
Short Definition	A strategy to provide guidance and information on what types of gender responsive research exists in relation to the areas contained in the Nine-Point Plan, where they exist, what the gaps are that need further research and how this could be undertaken
Purpose/Importance	The strategy will guide and inform practitioners and implementers of the Nine-Point Plan on how women's issues can be included into and addressed by the plan over a five-year period
Source/Collection of Data	Published research reports and planned research projects, journals, other publications, etc.
Method of Calculation	Simple count
Data Limitation	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Annual
New Indicator	Significantly changed
Desired Performance	One five-year research strategy, including a research agenda, in relation to the Nine-Point Plan produced and annual action plans for the implementation of the strategy developed
Indicator Responsibility	Chief Director: Research and Policy Analysis

Sub-Programme: Research and Policy Analysis

Objective Indicator Title	Gender analysis of policies related to the Nine-Point Plan conducted
Short Definition	New and existing policies and programmes on benefits to women of government's incentive schemes in relation to the Nine-Point Plan analysed, in particular in land reform and Agri-parks projects, IPAP and the Oceans Economy. This will result in five gender policy papers on these areas over a five-year period
Purpose/Importance	To inform government planning and the effective implementation of policies and programmes of the Nine-Point Plan to ensure that women's empowerment issues are mainstreamed across the plan. This is fundamentally aimed at women's economic empowerment
Source/Collection of Data	Official statistical data, departmental reports, data collection instruments and reports on outcomes
Method of Calculation	Simple count
Data Limitation	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Five gender policy papers on land reform and Agri-Parks, IPAP, the Oceans Economy and benefits to women from government's incentive scheme developed over the five-year period
Indicator Responsibility	Chief Director: Research, Policy Analysis and Coordination

Sub-Programme: Information and Knowledge Management

Strategic Objective Title (Sub-Programme)	IKM audits on socio-economic empowerment of women and gender equality
Short Definition	<ul style="list-style-type: none"> • IKM assesses potential stores of knowledge and captures tacit knowledge • It identifies what knowledge exists, where it is, who uses it, who they share it with and how they share it
Purpose/Importance	So as to establish IKM bases
Source/Collection of Data	Interviews, questionnaires and consultation meetings
Method of Calculation	Simple count
Data Limitation	None
Type of Indicator	Outcome
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Report on the outcome of the IKM Audit
Indicator Responsibility	Chief Director: Information and Knowledge Management (IKM)

Sub-Programme: Information and Knowledge Management

Objective Indicator Title	Information and knowledge gateway on the socio-economic empowerment of women and gender equality developed
Short Definition	Knowledge gateway is a vehicle for sharing information and knowledge with DoW stakeholders
Purpose/Importance	<ul style="list-style-type: none"> Increased interdepartmental efficiency by pooling relevant information and knowledge resources DoW's ability to become a learning organisation by fostering a climate of cooperation and collaboration through information and knowledge sharing is realised
Source/Collection of Data	<p>Consultation with stakeholders, documented presentations and attendance registers.</p> <p>Online collaboration with relevant stakeholders in the gender sector</p>
Method of Calculation	Simple count
Data Limitation	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Gateway system initiated
Indicator Responsibility	Chief Director: Information and Knowledge Management

Sub Programme: Stakeholder Coordination and Outreach

Objective Indicator Title	Number of reports on the domestication of international commitments (SDGs, SADC, AU and UN)
Short Definition	A plan to ensure that the international instruments and frameworks are infused in government programmes
Purpose/Importance	To ensure that following signed commitments to these instruments, they are incorporated in government programmes for compliance with its regional, continental and international obligations
Source/Collection of Data	Official country and departmental reports
Method of Calculation	Simple count
Data Limitation	None
Type of Indicator	Output
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	South Africa complies with all its signed commitments, regionally, continentally and internationally
Indicator Responsibility	Director: International Relations

Sub Programme: Stakeholder Coordination and Outreach

Objective Indicator Title	Number of outreach initiatives on Women, including young women, on socio-economic empowerment of women and promotion of human rights in line with the MTSF outcomes (Women's Month, #365 Campaign, 16 Days of Activism Against Violence Campaign, and Techno Girl Programme)
Short Definition	Outreach initiatives to reach out to women and raising awareness of services/information available to them
Purpose/Importance	To ensure an empowered, fair and inclusive society that ensures the social and economic empowerment of women
Source/Collection of Data	Outreach initiatives such as campaigns, workshops, izimbizo, conferences, seminars, dialogues, hearings, etc
Method of Calculation	Simple count
Data Limitation	None
Type of Indicator	Output
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Informed and empowered women across all sectors of society
Indicator Responsibility	Director: Stakeholder Coordination and Outreach

Sub Programme: Stakeholder Coordination and Outreach

Objective Indicator Title	Number of community mobilisation initiatives on socio-economic empowerment issues affecting women on GBV, social cohesion, nation building and other related intolerances
Short Definition	Development of a comprehensive five-year communication strategy as the cornerstone of internal and external communication
Purpose/Importance	<p>The strategy will serve as a guide on internal and external communication with the aim of:</p> <ul style="list-style-type: none"> • Building the brand and profile of the DoW by popularising its objectives and programmes through consistent communication • Communicate messages that build and instil confidence in the DoW as a credible gender nodal point that is capable of being a custodian of gender equality and women's empowerment • Ensure that the mandate of the DoW and its contribution to nation building and social cohesion are communicated effectively • Ensure that South Africans understand the mandate of the Department • Change behaviour or perceptions regarding gender issues and the role of women in society • Provide the public with timely, accurate, clear information about the Department's policies, programmes, plans, services and initiatives
Source/Collection of Data	<ul style="list-style-type: none"> • Government Communication Information System (GCIS) National Strategic Communication Framework • Communication strategy workshop
Method of Calculation	Simple count
Data Limitation	None
Type of Indicator	Output

Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Comprehensive Five-Year Communication Strategy
Indicator Responsibility	Director: Stakeholder Coordination and Outreach

Sub-Programme: M&E

Strategic Objective Title (Sub-programme)	Monitor progress made on socio-economic empowerment of women and evaluate impact of government programmes developed to change lives of women in the country
Short Definition	Monitor and evaluate government plans and programmes
Purpose/Importance	To determine whether there is compliance in implementing critical agreed upon instruments and that they have the desired outcomes planned for
Source/Collection of Data	Progress and quarterly reports from departments
Method of Calculation	Four quarterly reports
Data Limitation	Late submission and quality of reports submitted by departments that compromises time to analyse reports
Type of Indicator	Output/impact
Calculation Type	Accumulative
Reporting Cycle	Bi-annually
New Indicator	Yes
Desired Performance	Implementation of signed instruments by departments to improve lives of women in the country
Indicator Responsibility	Chief Director: M&E

Sub Programme: M&E

Objective Indicator Title	Number of strategic planning documents of the economic cluster departments analysed
Short Definition	Strategy to ensure implementation of women's socio-economic empowerment in the country
Purpose/Importance	To monitor the impact and progress made by government's programmes towards socio-economic empowerment of women in the country
Source/Collection of Data	Planning documents submitted by economic Cluster departments
Method of Calculation	One Monitoring and Evaluation Strategy
Data Limitation	Non-submission and quality of reports as submitted by departments
Type of Indicator	Output
Calculation Type	Accumulative
Reporting Cycle	-Bi-quarterly
New Indicator	Yes
Desired Performance	One report on analysis of the strategic planning documents analysed
Indicator Responsibility	Chief Director: M&E

Sub Programme: M&E

Objective Indicator Title	Number of Impact Assessment reports on progress made on women's economic empowerment in the economic cluster departments
Short Definition	Compile progress reports on gender mainstreaming and women empowerment
Purpose/Importance	To provide reports on the progress of the country towards women's economic empowerment in the economic cluster departments
Source/Collection of Data	Progress reports from economic cluster departments
Method of Calculation	Four quarterly reports
Data Limitation	Non-submission and quality of reports by departments
Type of Indicator	Output
Calculation Type	Accumulative
Reporting Cycle	Annual, bi-annual, four and five years
New Indicator	Yes
Desired Performance	Approved impact assessment report
Indicator Responsibility	Chief Director: M&E

Sub Programme: M&E

Objective Indicator Title	Women empowerment monitoring and evaluation frameworks developed
Short Definition	Compile progress reports on gender mainstreaming and women empowerment
Purpose/Importance	To provide reports on the progress of the country towards gender mainstreaming and women's economic empowerment in the economic cluster departments
Source/Collection of Data	Progress reports from departments
Method of Calculation	Four quarterly reports
Data Limitation	Non-submission and quality of reports by departments
Type of Indicator	Output
Calculation Type	Accumulative
Reporting Cycle	Annual, bi-annual, four and five years
New Indicator	Yes
Desired Performance	Approved impact assessment report
Indicator Responsibility	Chief Director: M&E

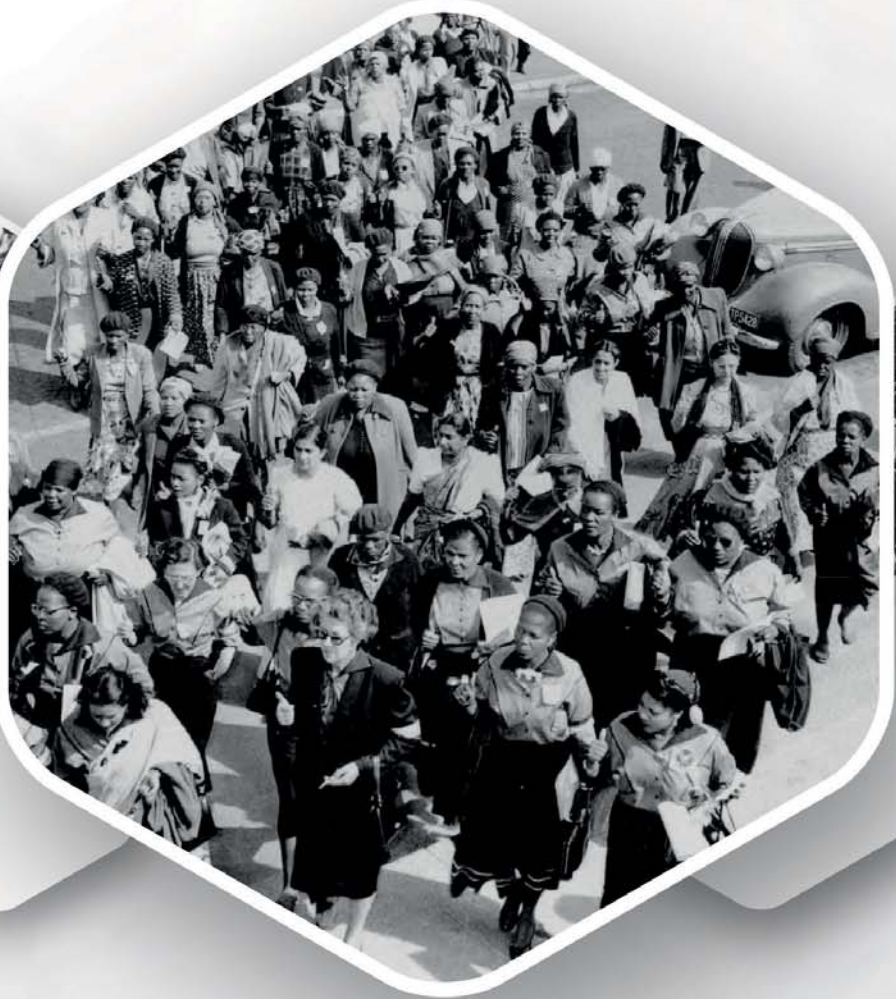
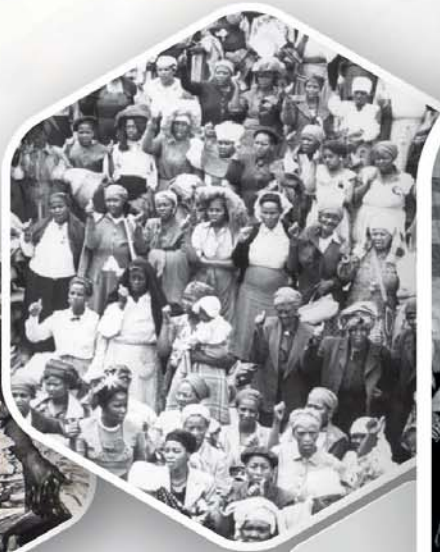
Sub Programme: M&E

Indicator Title	Number of reported cases by nature of gender-based violence analysed
Short Definition	To monitor impact of gender-based violence programmes as developed by justice cluster
Purpose/Importance	To eliminate gender-based violence and monitor compliance on the implementation of gender-based violence legislation
Source/Collection of Data	Progress reports from departments
Method of Calculation	Four quarterly reports
Data Limitation	Non-submission and quality of reports by departments
Type of Indicator	Output
Calculation Type	Accumulative
Reporting Cycle	Annual, bi-annual, four and five years

New Indicator	Yes
Desired Performance	Society free of violence
Indicator Responsibility	Chief Director: M&E

Sub Programme: M&E

Indicator Title	Establishment of a monitoring and evaluation system
Short Definition	Initiate and establish an electronic monitoring and evaluation system
Purpose/Importance	To standardise a reporting system to track progress on women empowerment programmes for all sector departments
Source/Collection of Data	Progress reports from departments
Method of Calculation	Four quarterly reports
Data Limitation	Departments not loading their quarterly reports on time and the quality of reports submitted
Type of Indicator	Output
Calculation Type	Accumulative
Reporting Cycle	Annual, bi-annual, four and five years
New Indicator	Yes
Desired Performance	Standardised electronic reporting system
Indicator Responsibility	Chief Director: M&E



ANNEXURE A

ANNEXURE A

The following legislation is relevant to the work of the department;

Legislation	Summary
Adoption Matters Amendment Act, 1998 (Act 56 of 1998)	The Act balances the right of unmarried mothers and fathers and has built in protection for women.
Basic Conditions of Employment Act, 1997 (Act 75 of 1997)	<p>The Act regulates conditions in the workplace such as hours of work and leave. It stipulates that an employee is entitled to at least four months maternity leave at any time from four weeks before the expected date of birth. The employee may not return to work for six weeks after the birth of the child, unless she receives medical clearance. Paternity leave of three days is also provided for.</p> <p>Protection is provided for the health of pregnant women. Employers are prohibited from requiring or permitting a pregnant or nursing employee from performing work that is hazardous to her health or that of her child. If pregnant workers cannot do their usual work because it is dangerous for them or their unborn children, employers must find other work for them to do. The Act requires the Minister to issue a Code of Good Practice on the Protection of Pregnant Employees during Pregnancy.</p> <p>These provisions fulfil the CEDAW obligation to provide special protection to women during pregnancy in types of work proved to be harmful to them. This improves job security for women and reduces their vulnerability to poverty and workplace violence such as sexual harassment.</p>
Births and Deaths Registration Amendment Act, 1997 (Act 67 of 1997)	<p>The Act broadened the definition of marriage under the Births and Deaths Act, to include a customary union concluded according to indigenous law or customs and a marriage solemnised or concluded according to the tenets of any religion.</p> <p>Another amendment was in relation to the assumption of another surname upon marriage. A woman may add her previous surname to her married name, or resume a previous surname, without seeking permission from the Director-General.</p>
Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003)	This Act deals with economic empowerment of black women and men and persons with disabilities. The Act gives priority to issues such as employment equity and equal opportunities through HR development, preferential procurement and state asset restructuring.
Broadcasting Act, 1999 (Act of 1999)	Among others, the Act looks at the training needs of previously disadvantaged groups, including women, children and the disabled.
Child Abduction Act, 1996 (Act 72 of 1996)	This Act provides for application in the Republic of the Hague Convention on the Civil Aspects of the International Child Abduction. Provision is also made for the application of the Convention on the designation of a Central Authority.

Legislation	Summary
Children’s Act .1987 (Act 82 of 1987)	This Act amended the law pertaining to paternity, guardianship and the status of certain children. Provision is, among others, made for a presumption of paternity in respect of extramarital children and a presumption of paternity on refusal to submit to the taking of blood samples. The Act also provides for guardianship and custody of extramarital children by a subsequent marriage, the effects of artificial insemination and the safeguarding of dependent and minor children of voidable marriages.
Choice on Termination of Pregnancy Act, 1996 (Act 92 of 1996)	This Act allows for the legal termination of pregnancy on request during the first 12 weeks of pregnancy and under certain defined circumstances, between 12 and 20 weeks.
Child Care Amendment Act, 1996 (Act 96 of 1996)	This Act provides for the protection and promotion of children’s rights, including matters such as maintenance, adoption, places of safety and others. It prohibits child prostitution.
Commission on Gender Equality Act, 1996 (Act 39 of 1996)	The Act provides for the establishment of an institution that will promote and monitor gender equality as set out in Chapter Nine of the Constitution. The mandate of the CGE is to educate the public, especially women, about their rights and to monitor government’s implementation of the Bill of Rights as contained in the Constitution.
Constitution of the Republic of South Africa Act, 1996 (Act 108 of 1996)	Widely acclaimed as one of the world’s most progressive constitutions, South Africa’s Constitution asserts in its founding provisions that the democratic state is founded on the values of human dignity, the achievement of equality and advancement of human rights and freedom, non-racism and non-sexism. The Constitution contains several provisions that advance gender equality. Among these is the equality clause in the Bill of Rights.
Criminal Procedure Act, 1997 (Act 85 of 1997)	This Act further amended the provisions relating to bail to ensure that persons who are accused of having committed serious offences are not released on bail. These offences often involve women and children as victims. The Act commenced on 1 August 1998.

Legislation	Summary
Criminal Procedure Amendment Act, 1995 (Act 75 of 1995)	<p>This Act brought about numerous and comprehensive changes to the criminal Procedure Act, 1977, relating to bail. The Bill of Rights contained in the interim Constitution gave every accused person the right to be released on bail, unless the court found that it was in the interest of justice that the accused person be kept in custody. These amendments set out comprehensive guidelines for the courts to take into consideration when deciding whether it is in the interest of justice that the accused person be kept in custody, and these guidelines also have a bearing on violence against women.</p> <p>Some of these guidelines for instance include the following:</p> <ul style="list-style-type: none"> • Where there is likelihood that the accused person, if he or she were released on bail, will endanger the safety of the public or any particular person or will commit an offence as referred to in schedule 1 to the Criminal Procedure Act, 1977. (Schedule 1 offences include murder, culpable homicide, rape, indecent assault, kidnapping, child stealing, assault when a dangerous wound is inflicted and malicious injury to property). • Where there is a likelihood that the accused person, where he/she to be released on bail, will attempt to influence or intimidate the witnesses. • Any threats of violence, which the accused person may have made to anyone. • Any resentment the accused person is alleged to harbour against any person. • Any disposition to violence on the part of the accused person. • The prevalence of a particular type of offence • Any evidence that the accused person previously committed an offence referred to in the above Schedule 1 while out on bail. • The nature and gravity of the charge on which the accused person is tried. • The fact that the accused is familiar with the identity of witnesses and with the evidence they may give. • The relationship of the accused person with the various witnesses and the extent to which they could be influenced or intimidated.
Divorce Courts Amendment Act, 1997 (Act 65 of 1997)	<p>This Act opened the then Black Divorce Courts to all races, giving women access to less costly divorce proceedings and making it easier for many women to walk out of an abusive marriage, and with the right to custody where it is in the best interest of the children.</p>
Domestic Violence Act, 1998 (Act 116 of 1998)	<p>This Act seeks to strengthen protection against domestic violence by improving on matters that were initially covered in the Prevention of Family Violence Act, 1993. The new provision includes broadening the definition of domestic relationships and the forms of violence that are covered. With regard to the forms of violence, it includes the emotional, economic, threatening violence and stalking. The main strength of the new law lies in protection orders against perpetrators and the possibility of imprisonment of the recidivist offenders. Through this Act, women are afforded greater protection against actual or threatening physical violence, sexual and emotional, verbal, psychological and economic abuse, as well as intimidation, harassment, stalking, damage to or destruction of property, or entry into their homes without consent.</p>
Employment of Educators Act, 1998 (53 of 1998), (amended in 2000)	<p>Section 17 of this Act makes sexual harassment a form of serious misconduct. This Act has far reaching consequences for women. It gives practical effect to the right to substantive equality as enshrined in the Constitution. It not only prohibits unfair discrimination, but also sets out positive steps that employers must take to ensure women's equality in the workplace.</p>

Legislation	Summary
Employment Equity Act, 1998 (Act 55 of 1998)	<p>To provide for employment equity and for matters incidental thereto. The Chapter on Unfair Discrimination provides that no person may discriminate against an employee on, among others, the grounds of sex, gender, family responsibility, and pregnancy and HIV status. The Act prohibits testing of an employee's HIV status unless permission is granted by the Labour Court. Most of those suffering from HIV are women.</p> <p>The definition of family responsibility includes same sex partnerships and partnerships outside of marriage. The definition of pregnancy includes circumstances relating to termination of pregnancy and intended pregnancy.</p> <p>The Act explicitly stipulates that harassment, including sexual harassment, is a form of unfair discrimination. This is the first time in our law that there is a direct, legislated remedy for sexual harassment. The National Economic Development and Labour Council developed a Code on Sexual Harassment as part of the Labour Relations Act 1995.</p> <p>The Chapter on Affirmative Action expressly includes women as a designated group in respect of whom positive steps must be taken to ensure their equitable representation in the workforce and eradication of all barriers to equal participation and advancement in the workplace.</p> <p>The Act recognises that black women face compounded disadvantage due to the intersection of race and gender. Compliance with the Act is assessed with reference to the extent to which people from and among the designated groups is equitably represented in the workforce and the elimination of discriminatory practices.</p>
Extension of Security Tenure Act, 1997 (Act 62 of 1997)	<p>This Act ensures that women and children have independent rights as occupiers of farms owned by another person. It ensures that women are protected against arbitrary and unfair discrimination.</p>
Film and Publication Act, 1996 (Act 65 of 1996)	<p>The Act provides for the establishment of the Film and Publications Review Board. The objective of the Act is to regulate the distribution of certain publications and the exhibition and distribution of certain films by means of classifications and age restrictions.</p> <p>The distribution of films and publications that contain visual presentations of the explicit violent sexual conduct or explicit sexual conduct which degrades a person and which constitutes incitement to cause harm is prohibited. The prohibition does not apply in respect of a bona fide scientific, documentary, literary or artistic publication. It is also an offence to distribute publications or films which advocate hatred that is based on race, gender, ethnicity or religion and which constitutes incitement to cause harm.</p>
Guardianship Act, 1993 (Act 192 of 1993)	<p>This Act made further provision for the guardianship of minor children and stipulates, among others, that a woman is a guardian to her minor children born out of her marriage unless the High Court, as upper guardian, directs otherwise.</p>
Home Loan and Mortgage Disclosure Act, 2000 (Act 63 of 2000)	<p>This Act aims to encourage banks and financial institutions to grant home loans to all its clients, with special emphasis on historically disadvantaged persons.</p>

Legislation	Summary
Housing Act, 1997 (Act 107 of 1997) (as amended)	This Act obliges national, provincial and local governments to promote measures that prohibit unfair discrimination on the grounds of gender by all role players in the housing development sphere.
Immigration Act, 2002 (Act 13 of 2002)	This Act aims to regulate the admission of foreigners to their residence in, and their departure from the Republic and matters connected therewith.
Independent Broadcasting Authority Act 1993 (Act 13 of 1993), as amended by the Broadcasting Act, 1999 (Act 4 of 1999)	This Act contains a specific code which addresses gender concern in that the identity of rape victims and other victims of sexual violence may not be revealed without the proper consent of the person concerned.
Intestate Succession Act, 1977 (Act 81 of 1987)	This Act regulates intestate succession.
Labour Relations Act, 1995 (Act 66 of 1995)	This Act aims to support labour peace, democracy and worker participation in decision-making in the workplace. It applies to all employers, workers (including domestic workers), trade unions and employers' organisations, except the excluded sectors due to security reasons.
Land Bank Amendment Act, 1998 (Act 21 of 1998)	This Act gives women access to financial assistance from the Land Bank.
Land Reform Act, 1996 (Act 3 of 1996)	This Act was passed to protect farm workers and labour tenants from arbitrary evictions.
Legal Aid Amendment Act, 1996 (Act 20 of 1996)	This Act enables the Legal Aid Board to provide legal representation at State expense for accused persons in deserving cases. The Act was reviewed to ensure that any gender bias in the operation of legal aid, whether direct or indirect, is eliminated. The Legal Aid Board expanded on the past focus on criminal cases to include civil matters and by identifying new ways of reaching vulnerable groups. The Board established 60 new justice centres.
Local Government Municipal Systems Act, 2000 (Act 32 of 2000)	This Act ensures the development of a culture that promotes participatory governance and creates enabling conditions to achieve this. Municipalities are required to take into account the circumstances of women, people with disabilities, and youth in development planning.
Local Government Municipality Structures Act, 1998 (Act 117 of 1998)	This Act makes provision for the equal representation of women and men on political party lists and ward committees.
Maintenance Act, 1998 (Act 99 of 1998)	This Act allows the court to order an employer to deduct maintenance from the salary of the father. It also allows the court to appoint maintenance officers who can trace the whereabouts of the father, serve documents and gather information on the financial position of both parties.
Mediation in Certain Divorce Matters Act, 1987 (Act 24 of 1987)	This Act provides for the appointment, powers and functions of family advocates. The principal function of family advocates relate to mediation in certain divorce proceedings, and in certain applications arising from such proceedings in which minor or dependent children are involved in order to safeguard the interests of the children.
Medical Schemes Act, 1998 (Act 131 of 1998)	This Act supervises and regulates medical schemes. No medical scheme will be registered if it unfairly discriminates against any person because of race, gender, marital status, ethnic or social origin, sexual orientation, disability and state of health.

Legislation	Summary
Minerals and Petroleum Resources Development Act, 2002 (Act 13 of 2002)	This Act entrenches the right of women to participate in and own mines. It also seeks to expand the opportunities for black persons, including women, as a historically disadvantaged group, to enter the minerals and petroleum industries and to benefit from the exploration of mineral resources.
National Development Agency Act, 1998 (Act 108 of 1998)	The main aim of this Act is to contribute towards the eradication of poverty and its causes by providing funds to civil society organisations to carry out projects to meet the development needs of the poor communities with a focus on vulnerable groups such as women.
National Education Policy Act, 1996 (Act 27 of 1996)	The Act provides for the determination of national policy on education. The Minister determines national policy which is directed towards objectives such as the right of every person to be protected against the unfair discrimination within an education department or educational institutional and the right of every person to basic education, as well as redressing past inequality in educational provisions, including the promotion of gender equality and the advancement of the status of women.
National Empowerment Fund Act, 1998 (Act 105 of 1998)	This Act proposes structures and mechanisms aimed at addressing the inequalities of the past by facilitating ownership of income-generating assets by previously disadvantaged people.
National Environmental Management Act, 1998 (Act 107 of 1998)	This Act reorganises the role that women and the youth play in environmental management and stipulates that their participation should be promoted.
Preferential Procurement Policy Framework Act, 2003 (Act 63 of 2003)	This Act ensures equitable access, use and benefit of services to women. It provides a framework for procurement reform which includes preferential procurement measures in favour of women, black people and persons with disabilities.
National Small Business Act, 1996 (Act 102 of 1996) and National Small Business Amendment Act, 2003 (Act 26 of 2003) amended in 2004 (Act 29 of 2004)	These Acts seeks to improve the definition of a small business, bringing relief to many women-owned small and medium enterprises. It also mandates institutions to support small businesses.
National Sport and Recreation Act, 1998 (Act 110 of 1998)	This Act ensures that no membership of the Sports Commission will be granted to a sport or recreation federation that permits or tolerates discrimination based on, among others, gender.
National Water Act, 1998 (Act 36 of 1998)	This Act specifies that at least one third of all members of water services committees should be women.
Natural Fathers Born out of Wedlock Act 1997 (Act 86 of 1997)	A father of a child born out of wedlock does not have automatic rights to custody or guardianship or access to his children. The Act provides that such a father can apply to the High Court for an order granting him one or all of these rights if it is in the best interest of the child. There are many provisions of the Act which protect women. The factors that the Court takes into account in deciding whether to grant the application include, for example, the relationship between the applicant and the natural mother and, in particular, whether either party has a history of violence against or abusing each other or the child and the degree of commitment that the applicant has shown towards the child, including contributing to the maintenance of the child.

Legislation	Summary
Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)	This Act ensures that government implements a procurement policy that provides for the advancement of persons previously discriminated against.
Prevention of Illegal Evictions from and the Unlawful Occupation of Land Act, 1998 (Act 19 of 1998)	<p>This Act aims to prohibit unlawful evictions and provide for procedures for the eviction of unlawful occupiers as required by the Constitution.</p> <p>The preamble to the Act expressly notes that special consideration should be given to the rights of certain vulnerable groups of people, including female-headed households. The preamble further recognises that the needs of such vulnerable groups should be considered in the realisation of the rights of access to adequate housing.</p> <p>Section 4(6) and 4(7) of the Act stipulate that a court may grant an order for eviction if it is of the opinion that it is just and equitable to do so, after considering all the relevant circumstances, including the rights and needs of the elderly, children, disabled persons and households headed by women.</p>
Prevention of Organised Crime Act, 1998 (Act 121 of 1998)	This Act is intended to introduce measures to combat organised crime, money laundering and criminal gang activities. It prohibits certain activities relating to racketeering, that is the planned, ongoing, continuous or repeated participation or involvement in certain offences. It forbids money laundering, criminalises certain activities associated with gangs and it provides for the recovery of the proceeds of unlawful activities, as well as for the forfeiture of criminal assets that were used to commit an offence or assets that are the proceeds of unlawful activities. Offences to which numerous provisions of this Act apply include murder, rape, kidnapping, assault with intent to do grievous bodily harm, indecent assault, child-stealing, malicious injury to property and a contravention of section 20 (1) of the Sexual Offences Act, 1957.
Promotion of Access to Information Act, 2000 (Act 2 of 2000)	This Act promotes transparency, accountability and effective governance of all public and private bodies. Among others, it promotes the right to access to information.
Promotion of Administrative Justice Act, 2000 (Act 3 of 2000)	The Act ensures the right to a fair administrative justice system and provides for a right to written reasons to those adversely affected by the decisions of public and private bodies.
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000)	<p>The objectives of the Act include the prevention and prohibition of unfair discrimination, redress for discrimination suffered, the promotion of equality and progressive eradication of discrimination.</p> <p>Chapter 2, Section 6 -12:</p> <ul style="list-style-type: none"> • Deals with prevention and general prohibition of unfair discrimination • Deals with the prohibition of unfair discrimination on the basis of race, gender and disability • Further prohibits hate speech, harassment and dissemination and publication of unfair discrimination <p>Chapter 5, Section 24 – 29:</p> <ul style="list-style-type: none"> • Deals with general responsibility to promote equality • Duty of state to promote equality • Special measures to promote equality with respect to race, gender and disability • Also provides an illustrative list of unfair practices in certain sectors.

Legislation	Summary
Public Funding of Represented Political Parties Act, 1997 (Act 103 of 1997) and the Criminal Law Amendment Act, 1997 (Act 105 of 1997)	<p>The Act and its regulations do not provide for allocations to take into account the representation of women as a factor in determining funding allocations. Besides giving effect to the Constitutional Court’s judgment in respect of the death penalty, this Act provides for the imposition of minimum sentences in respect of certain serious offences, for example murder and rape. These sentences are more severe in certain circumstances, for instance:</p> <ul style="list-style-type: none"> • When the death of a woman was caused by a person in committing rape or attempting to commit rape • Where the rape victim was raped more than once • Where the rapist has previous convictions for rape • Where the victim is under 16 years old • Where grievous bodily harm was inflicted
Public Service Amendment Act, 1999 (Act 5 of 1999)	<p>This Act governs the employment and recruitment of persons in the Public Service.</p>

Legislation	Summary
<p>Recognition of Customary Marriages Act (RMCA), 1998 (Act 120 of 1998)</p>	<p>This Act abolished the minority status of women married under customary law and the marital power of husbands as guardians. It also gives women the right to custody of their children if it is in the best interest of the children.</p> <p>The purpose of this Act is to recognise and provide legal validity to all customary marriages that were valid according to customary law and existing as at 15 November 2000, and to recognise customary marriages entered into prior to 15 November 2000.</p> <p>Prior to the promulgation of the Recognition of Customary Marriages Act, 1998, customary marriages were not fully recognised in civil law as valid legal marriages under South African law, due to their polygamous nature.</p> <p>Requirements for a Valid Customary Marriage under the Act are:</p> <ul style="list-style-type: none"> • Age (The parties to the marriage must be above 18 years. Where either spouse is under the age of 18 years, parental consent is required) • Both parties to the marriage must consent • The marriage must be negotiated and entered into or celebrated in accordance with customary law • This requirement is stated broadly to accommodate the different systems of customary law, including those in which bride wealth is not a necessary or essential requirement for marriage • Bride wealth (Lobola) is not a requirement • Proprietary consequences of customary marriages: <p>The proprietary consequence of a customary marriage that was in existence prior to the Act coming into effect, is that those marriages are governed by customary law unless the parties want to change their marriage regime in which case they can apply to register their marriages and sign a contract that will govern their matrimonial property.</p> <p>The proprietary consequences of a polygamous marriage is out of community of property, whether the marriage was entered into prior or after the RCMA.</p> <p>According to Section 7 (2) of the Act, a customary marriage entered into after the commencement of this Act, in which a spouse is not a partner in any other existing customary marriage, will be in community of property and of profit and loss between the spouses, unless the parties agree to follow another matrimonial property regime. The Act introduces an automatic community of property marital regime in a case of a de facto monogamous 'new marriage'.</p>

Legislation	Summary
	<p>Section 7 (6) of the Act stipulates that a husband who is already in a customary marriage, who wishes to enter into a further customary marriage with another woman, after the commencement of this Act, must make an application to the Court to approve a written contract, which will regulate the future matrimonial property system of his marriage.</p> <p>A further customary marriage cannot be registered if the written contract which will regulate the future matrimonial property system of this marriage, together with the Court Order, to prove such contract is not attached.</p> <p>Where the Court is of the opinion that the interest of any of the parties involved in the customary marriage will not be sufficiently safeguarded by means of the proposed contract, the Court may refuse to grant the application to enter into a second marriage.</p> <p>Another important provision of the Act is the requirement that parties have to register their customary marriages in order to have prima facie proof of the existence of the marriage. However, non-registration does not invalidate the marriage.</p> <p>Women’s legal status: The Act gives equal status and capacity to spouses. In terms of Section 6 of the Act, the wife in a customary marriage is a major and equal to her spouse. The wife has full legal capacity, which includes capacity to acquire, administer and dispose of property proprietary capacity together with locus standi. Women no longer require assistance to bring legal actions. Women now have the right to enter into transactions and contract on their own behalf.</p> <p>Divorce: Section 8 of the Act contains the provisions regarding dissolution of customary marriages which are in line with civil law, thus requiring irretrievable breakdown as ground for requesting a decree of divorce. It is only a court of law (the High Court, Family Court or Divorce Court) that can grant the decree of a divorce. The court will determine the consequences of the breakdown of marriage. Either of the spouses has locus standi to institute divorce proceedings.</p> <p>Guardianship and custody: Section 8(4) stipulates that the Court will at the time of deciding the divorce; also decide on the issues of guardianship and custody. The determining factor for awarding custody is the best interest of the child or children.</p> <p>Prior to the Act, lobola was the determining factor. The children belonged to the family that paid the lobola, and that is the husband’s family. The Act modified this rule and therefore, the court may award custody to the mother when it is in the best interest of the child to do so.</p>
<p>Rental Housing Act, 1999 (Act 50 of 1999)</p>	<p>This Act ensures that more houses are provided for rental purposes and it regulates the behaviour of unscrupulous landlords so that tenants do not pay exorbitant rents.</p>

Legislation	Summary
Restitution of Land Rights Act, 1994 (Act 22 of 1994)	The aim of this Act is to promote equity for the victims dispossessed of their land by the Apartheid State, particularly the landless and the rural poor by restoring to them their land.
Sexual offences: Criminal Law (Sexual Offences and Related Matters) Amendment Act and the Sexual Offences Act, 1957 (Act 23 of 1957)	The Act provides comprehensive law reform provisions on rape and related sexual offences and provisions relating to combating child abuse. The Bill broadens the definition of rape to cover other forms of sexual violence that are experienced as rape by the victim or survivor, provides a definition of rape that transcends anal and vaginal penetration and expands the concept of coercive circumstances beyond physical harm. It also addresses the problem of the single witness indirect customary rule, and the administrative procedures to be followed in courts to protect witnesses from secondary victimisation by the criminal justice system.
Skill Development Act, 1998 (Act 97 of 1998)	<p>This Act provides for the establishment of a National Training Fund as well as relevant training authorities and boards. Two types of learning programmes are provided for; namely learnerships and skills programmes.</p> <p>While the Act does not have any provisions which specifically addresses the training needs of women, the Skills Development Strategy, a framework of implementing the Act, sets out specific targets for women, black people and white people with disabilities. The Department must ensure that in its implementation it gives effect to the provision of the Beijing Declaration and Platform for Action.</p> <p>The Beijing Declaration and Platform for Action determines that governments must ensure equal access for women to equal job training, retraining, counselling and placement services that are not limited to traditional employment areas.</p>
South African Citizenship Act, 1995 (Act 88 of 1995)	Citizenship may not be lost or gained due to marriage, given effect by the obligations under the CEDAW.
South African Qualification Authority Act, 1995 (Act 58 of 1995)	This Act established the National Qualification Framework and provides for the parameters for accessing and recognising prior learning in the workplace to strengthen the role of vocational training and continuing education in the workplace.
South African School Act, 1996 (Act 84 of 1996)	The Act aims to provide for a uniform system for the organisation, governance and funding of the schools and to promote universal access to schools. It stipulates that schooling is compulsory for all learners aged seven to fifteen years of age.
South African Sports Commission Act, 1998 (Act 109 of 1998)	It includes a provision to assist, facilitate and develop programmes relating to women in sport, promote equal opportunities and achieve non-discrimination in sport.
Sterilization Act, 1998 (Act 44 of 1998)	The Act provides for sterilisation in certain circumstances. A person may not be sterilised without her or his consent.
Telecommunications Act, 1996 (Act 103 of 1996)	Among others, the aim of the Act is to include the promotion of the empowerment and advancement of women in the telecommunications industry.

Legislation	Summary
The Electoral Act, 1998 (Act 73 of 1998)	This Act has a section that stipulates that every registered party and candidate must respect the rights of women to communicate freely with parties and candidates; facilitate the full and equal participation of women in political activities; ensure free access of women to all public political meetings; marches; demonstrations, rallies; and other public political events; and take all responsible steps to ensure that women are free to engage in any political activities.
The Medicine and Related Substance Control Amendment Act, 1997 (Act 90 of 1997)	This Act ensures access to health and medicines that are affordable to all.
The Refugees Act, 1998 (Act 130 of 1998)	This Act aims to give effect to relevant international instruments, principles and standards relating to refugees.
The Social Assistance Act, 2004 (Act 13 of 2004)	The Act provides for the rights of access to appropriate social assistance to those who are unable to support themselves and their dependents.
The South African Social Security Agency Act, 2004 (Act 9 of 2004)	This Act provides for the establishment of the South African Social Security Agency which is responsible for the administration and payments of social grants. This is to ensure that grants are benefiting the poor and the vulnerable.
Tobacco Products Control Act, 1993 (Act 83 of 1993), Tobacco Products Control Amendment Act, 1999 (Act 12 of 1990)	This Act provides for the effective management of tobacco use.
Traditional Leadership and Governance Framework Act, 2003 (Act 41 of 2003)	This Act stipulates that at least 30% of members of the National House of Traditional Leaders must be women. It also requires that the number of women be representative of the traditional leaders within a district or municipality.
Water Services Act, 1997 (Act 108 of 1997)	This Act stipulates that every water services institution must take measures to realise the rights of access to basic water supply and sanitation. It emphasises the provision of free water services to the poor, of which the majority are women.
Welfare Laws Amendment Act, 1997 (Act 106 of 1997)	Together with its regulations, this Act governs social security grants.
Witness Protection Act, 1998 (Act 112 of 1998)	This Act provides for better protection of witnesses through witness protection programmes. Offences to which this Act applies include murder, rape, kidnapping and indecent assault.
Protection from Harassment Act, 2011 (Act 17 of 2011)	The Protection from Harassment Act affords the victims of harassment an effective remedy against harassment. If you are a victim of harassment, you may approach the magistrates' courts in terms of this Act to obtain a protection order against any person who is harassing you. A person who breaches a protection order may be criminally charged and, if found guilty, held liable to a fine or imprisonment.
Prevention and Combating of Trafficking in Persons, 2013 (Act 7 of 2013)	The Act gives effect to the United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially women and children, supplementing the United Nations Convention against Transnational Organized Crime, 2000.

ACRONMYS

AENE	Adjusted Estimates of National Expenditure
AGSA	Auditor-General of South Africa
AU	African Union
BBBEE	Broad- Based Black Economic Empowerment
CEDAW	United Nations Convention on the Elimination of all Forms of Discrimination against Women
CGE	Commission for Gender Equality
DRP	Disaster Recovery Plan
DoW	Department of Women
EEA	Employment Equity Act
EXCO	Executive Committee
GBV	Gender-Based Violence
GFPs	Gender Focal Points
GTAC	Government Technical Assistance Centre
HIV	Human Immunodeficiency Virus
HR	Human Resources
ICT	Information and Communication Technology
KPA	Key Performance Area
MANCO	Management Committee
M&E	M&E
MPAT	Management Performance Assessment Tool
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NMOS	National Marco Organisation of State
PDPs	Personal Development Plans
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act
PFMA	Public Finance Management Act
PoA	Programme of Action
RCMA	Recognition of Customary Marriages Act
SADC	Southern African Development Community
SCM	Supply Chain Management
SDG	Sustainable Development Goals
STEM	Science, Technology, Engineering and Mathematics
UN	United Nations
UNCSW	United Nations Commission on the Status of Women



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