### 3.3 Governance and Institutional Development Initiatives

The areas of strategic focus within this pillar are key to “driving” the strategy through effective and committed leadership and good governance. These areas of focus are important in that they will provide support and build strength in areas of weakness related to gender mainstreaming. Figure 6 provides a framework for the gender-related governance and institutional development initiatives that are critical in promoting gender equality. The rationale and intended outcomes of each element are outlined in Table 5.

<table>
<thead>
<tr>
<th>Areas of Focus for Governance</th>
<th>Summary of Rationale</th>
<th>Intended Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutionalize 8-Principle HOD’s Action Plan</td>
<td>Effective and committed leadership and good governance are critical drivers for the gender mainstreaming process. These areas of focus are important in that they will provide support and build strength in areas of weakness related to gender mainstreaming. Gender-related governance and institutional development initiatives that critical in promoting gender equality.</td>
<td>Political and administrative will and commitment to ensure that achievement of women’s empowerment and gender equality is driven at the highest level of the organization.</td>
</tr>
<tr>
<td>Establish GMS and Institutional Mechanisms</td>
<td></td>
<td>Put in place mechanisms to drive gender equality such as gender management systems and gender units with dedicated focal points.</td>
</tr>
<tr>
<td>50% Representation of women at all levels of SMS</td>
<td></td>
<td>Women given equal opportunities to influence decision-making and to ensure that non-sexism is achieved.</td>
</tr>
<tr>
<td>AA, Special Measures and Women Managers’ Forum</td>
<td></td>
<td>Measures to fast track the increase of women in SMS levels but also to increase representation of women with disabilities in employment in general.</td>
</tr>
<tr>
<td>M&amp;E, Reporting, Gender Audits, Disaggregated data, gender analysis</td>
<td></td>
<td>Accountability for gender mainstreaming at the highest level. Gender disaggregated and gender analysis for better planning that incorporates gender perspective.</td>
</tr>
<tr>
<td>Organization’s gender policy and sector mainstreaming strategy</td>
<td></td>
<td>Ensure a well coordinated, well structured and aligned agenda and plan of action in driving gender equality.</td>
</tr>
<tr>
<td>Organizational climate through surveys, questionnaires, forums, etc</td>
<td></td>
<td>Identify factors that hinder the conduciveness of workplace for promoting women’s advancement.</td>
</tr>
<tr>
<td>Awareness-raising and sensitization with effective communication strategy</td>
<td></td>
<td>Identify barriers to achieving gender equality. Communication for effective access by women to services.</td>
</tr>
</tbody>
</table>

Table 5: Prioritized Focus Areas for Good Governance for Gender Equality
Figure 6: Strategic Framework for Governance and Institutional Development Initiatives for Gender Equality
3.4 ECONOMIC GROWTH AND DEVELOPMENT INITIATIVES

In its overall development agenda the Government seeks to build an economically vibrant state and simultaneously address the many challenges which affect the welfare of the people of South Africa, and in particular its designated groups. As noted earlier South Africa faces a range of critical socio-economic challenges, including the poverty and the impact of underdevelopment on the lives of people; unemployment and under-employment, particularly among young women, rural women and women with disabilities, the lack of housing, the economic impact of HIV and AIDS on individuals, households, communities and the society at large, and the economic consequences of crime and corruption.

Government’s efforts to address these issues are frustrated by the low skills base in key sectors within the labour market. Many Government programmes and initiatives in skills enhancement and capacity development, specifically under the ASGISA and JIPSA initiatives, are undertaken in response to the general absence of people with the appropriate skills, especially among women, for driving the development agenda forward. Increased skills development exercised by Government increases the opportunities for economic empowerment of women which in turn increases the chances of economic growth to the country.

Figure 7 provides a framework for the economic growth and development initiatives that are critical in promoting gender equality. The rationale and intended outcomes of each element are outlined in Table 6.
Figure 7: Strategic Framework for Economic Growth and Development Initiatives for Gender Equality
<table>
<thead>
<tr>
<th>AREAS OF FOCUS FOR ECONOMIC GROWTH AND DEVELOPMENT</th>
<th>SUMMARY OF RATIONALE</th>
<th>INTENDED OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASGISA, JIPSA, EPWP, PGDPs</td>
<td>South Africa faces a range of critical economic developmental challenges. Government's efforts to address these issues are weakened by the low skills base in key sectors within the labour market. Many Government programmes and initiatives in skills enhancement and capacity development, under the ASGISA, JIPSA and EPWP initiatives, are undertaken in response to the general shortage of appropriate skills, especially among women, for driving the development agenda forward. Government-driven skills development programmes are aimed at increasing opportunities for economic empowerment of women which in turn increases the chances of economic growth for the country.</td>
<td>All programmes on economic empowerment and poverty alleviation to include women as priority group. Eliminate feminization of poverty Eradicate poverty of women. Ensure economic empowerment for all women Eradication of poverty and wealth creation Eradication of poverty among women, particularly for rural women, and the girl child. Focus on educational &amp; economic empowerment of special categories of women All work of the department to incorporate agenda for women's economic development for a better life for all women, including for women of Africa Collaborate with strategic partners in driving agenda Collaboration with strategic partners in promoting economic and educational empowerment for women Eradication of household poverty and create economic opportunities</td>
</tr>
<tr>
<td>Responsiveness to Global Agreements &amp; Economic Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic Empowerment programmes and employment creation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programmes for young women, girl children, elderly women and rural women</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsiveness to MDGs, Global Agreements and playing a role in Africa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partnerships and empowerment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder partnership development for economic growth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programmes for poverty alleviation for women, rural women, older women and girl children</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Table 6: Prioritised Focus Areas for Economic Growth and Development*
SECTION 4: KEY INITIATIVES TO ENSURE IMPLEMENTATION OF THE FRAMEWORK

4.1 THE STRATEGY OF MAINSTREAMING GENDER

Gender mainstreaming was established as a major global strategy for the promotion of gender equality in the Beijing Platform for Action from the United Nations’ 4th World Conference for Women in Beijing in 1995.

It entails bringing the perceptions, experience, knowledge and interests of women as well as men to bear on policy-making, planning and decision-making. Mainstreaming should situate gender equality issues at the centre of analyses and policy decisions, medium-term plans, programme budgets, and institutional structures and processes.

While mainstreaming is clearly essential for securing human rights and social justice for women as well as men, it also increasingly recognises that incorporating gender perspectives in different areas of development ensures the effective achievement of other social and economic goals. Mainstreaming can reveal a need for changes in goals, strategies and actions to ensure that both women and men can influence, participate in and benefit from development processes. This may lead to changes in organizations – structures, procedures and cultures – to create organisational environments which are conducive to the promotion of gender equality.

It is critical to note that the strategy of gender mainstreaming does not in any way preclude the need for specific targeted interventions to address women’s empowerment and gender equality. What is needed is a dual strategy – gender mainstreaming complemented with inputs designed to address specific gaps or problems faced in the promotion of gender equality.

Mainstreaming is a process rather than a goal in itself, and attempts to bring what can be seen as marginal into the core business and key decision-making processes within an organization. It is considered necessary to integrate or mainstream gender issues within the work of all government departments as departments and clusters play an important role in determining the rationale for the allocations of resources, capacity utilisation, developmental planning and service delivery improvement.
As the South African Public Sector shifts towards results-based programming, the Framework is a strategic means to incorporate the integration of gender perspectives into Government’s National Programme of Action. This framework thus advocates that integrating gender considerations in the National Plan of Action and the government-wide results-based system are mutually reinforcing processes.

The ultimate goals of the Public Service effort to mainstream and integrate gender are to strengthen the departments’ ability to create the conditions for women and men to enjoy the benefits of the right to development. It includes both women and men in the Public Sector as policy beneficiaries and implementers. From this goal, the Public Service derives the following sector wide (transversal) objectives for its gender mainstreaming approach:

- Analytical reports and recommendations on policy and operational issues within each line function and area of responsibility should take gender differences and disparities fully into account; policy and strategy analytic approaches ensure gender differences and equality are among the factors considered in assessing trends, problems, and possible policy outcomes;

- Specific departmental strategies should be formulated for gender mainstreaming;

- Systematic use of gender analysis, sex-disaggregation of data, and, where appropriate, commissioning sector-specific gender studies and surveys;

- Medium-term plans and budgets should be prepared in such a manner that gender perspectives and gender equality issues are explicit;

- Procedures and work processes give attention to gender equality issues at critical decision-making steps of normal work routines, such as those related to preparing parliamentary documentation, establishing expert groups, commissioning research, planning technical assistance activities, etc.; and

- Managers take an active role in providing guidance to staff about the objectives and responsibilities of gender mainstreaming, and create a supportive environment for staff to explore issues of gender equality.
It is clear, however, that gender equality cannot come about only through women-targeted and men-targeted projects that seek to improve individual conditions alone. A profound transformation of the structures and systems, which lie at the root of subordination and gender inequality, is required. To do this, we must uncover the hidden and inherent biases that limit women’s and men’s ability to enjoy equal rights and opportunities and find the most effective and culturally appropriate means to support women’s and men’s capacities to drive social change. For departments this means that we must mainstream gender concerns in all our operations.

Ref: Beijing Platform for Action, 1995

4.2 THE EIGHT-PRINCIPLE ACTION PLAN

In the light of the slow pace of transformation towards de facto gender equality across the Public Service, the Ministry for Public Service and Administration has put in place a number of high-level measures to fast track changes towards the advancement of women in the Public Service workplace.

An eight-pronged action plan has been officially launched on 27th August 2007, titled: “Head of Department’s 8-Principle Action Plan for Promoting Women’s Empowerment and Gender Equality within the Public Service Workplace”. The Minister for the Public Service and Administration encourages all Heads of Government Departments to include the following 8 principles in their departmental action plans towards achieving women’s empowerment and gender equality within the public service workplace.
The table below shows linkages between the 8-principle plan and the “Parthenon House”, depicting the structure and conceptual framework for women’s empowerment and gender equality in the public service:

<table>
<thead>
<tr>
<th></th>
<th>TRANSFORMATION FOR NON-SEXISM</th>
<th>Promoting and protecting human dignity and human rights of women, including the rights of women with disabilities.</th>
<th>Vision; Strategic objectives: 2.2, 2.4, 2.5, 2.7, 2.8 and 3.1, 3.7, 3.8</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>ESTABLISHING A POLICY ENVIRONMENT</td>
<td>The full implementation of national policies and implementation guidelines on women’s empowerment and gender equality through the development of departmental and sector-specific guidelines and standard operating procedures</td>
<td>Critical pillar 1; Strategic objective 1.1, 1.2</td>
</tr>
<tr>
<td>3.</td>
<td>MEETING EQUITY TARGETS</td>
<td>Ensuring women’s full participation in decision-making through the employment of 50% women at all levels of the SMS</td>
<td>Critical pillar 2; Strategic objectives 2.2, 2.3, 2.4 and 3.3, 3.4</td>
</tr>
<tr>
<td>4.</td>
<td>CREATING AN ENABLING ENVIRONMENT</td>
<td>Putting in place departmental and sector Gender Management Systems, adequate Institutional Mechanisms and dedicated Gender Units</td>
<td>Critical pillar 1; Strategic objectives 1.6, 2 and 3.2</td>
</tr>
<tr>
<td>5.</td>
<td>MAINSTREAMING GENDER</td>
<td>Incorporating gender perspectives into all work of the Department</td>
<td>Critical pillar 3; Strategic objectives 1.5, 1.7, 1.8, 2.5, 2.6, 3.6 and 4</td>
</tr>
<tr>
<td>6.</td>
<td>EMPOWERMENT</td>
<td>Capacity development for women’s advancement and gender equality</td>
<td>Functional pillar 1; Strategic objectives 1, 2</td>
</tr>
<tr>
<td>7.</td>
<td>PROVIDING ADEQUATE RESOURCES</td>
<td>Availing adequate human, physical and financial resources for advancing gender equality</td>
<td>Functional pillar 2; Strategic objectives 1 and 2.2, 2.4</td>
</tr>
<tr>
<td>8.</td>
<td>ACCOUNTABILITY, MONITORING AND EVALUATION</td>
<td>Ensuring full responsibility, ownership for and reporting on advancing gender equality within the Public Service</td>
<td>Functional pillar 3; Strategic objectives 2.7, 3.5 and 3.7</td>
</tr>
</tbody>
</table>

*Table 7: The Eight-Principle Action Plan*
It is envisaged that through the full implementation of these principles, the goals of women's equitable representation in decision-making positions, their upward mobility in the workplace and their advancement towards true equality and empowerment, will be encouraged. A commitment to these 8-principles is a statement of serious intent towards achieving gender equality within the public service.

There are strong grounds for government action to improve the life chances of women, both as employees of the state, and as users of government services. The principles and broad guidelines enunciated and proposed in this document are drawn directly from the integration of gender considerations in the transformation of the Public Sector, by ensuring that:

- Non-sexism and non-racism as enshrined in the Constitution of South Africa, Act 108 of 1996 are promoted;

- Equality for all persons is protected and that women's rights be seen as human rights;

- Due cognizance is taken that women do not constitute a homogenous group. This principle must inform all policies and programmes. Distinctions according to race, socio-economic conditions, sexuality, disability, age, geographic location and other variables such as mobility and economic access to resources should not to be overlooked or taken for granted. However, similarities between women should also be used to strengthen initiatives designed to reverse past gender discrimination;

- Affirmative action plans and positive measures targeting women be developed, implemented and accelerated where necessary;

- Serious attention be placed on changing policies and practices which hinder women's access to basic needs, the economy, decision-making, entry to employment opportunities; leadership and management development;

- Where the need arises, additional Public Sector policies and directives are to emerge for the process of successful implementation of existing enabling legislation, to facilitate the achievement of women's empowerment and gender equality in society at large, and the Public Sector, specifically;
- Efficient gender networks are set up at national, provincial and local levels to monitor implementation and hold Public officials accountable for delivery. Adequate structures and resources must be set aside to guarantee the implementation of programmes;

- Appropriate training to improve knowledge, skills and attitudes in gender analysis, gender mainstreaming; gender responsive research, gender responsive budgeting and the production and use of gender disaggregated data. This training must target all public officials, particularly all policy makers, strategic and operational managers;

Effective coordination and collaborative strategies are fostered between government clusters and the National Gender Machinery to enhance partnerships and participatory implementation strategies. The Public Service recommend that one week during National Women’s Month (August) be declared a Public Service Women Management Week. This should become an annual event, during which all women in the SMS are expected to come together with the Head of the Institution to convene women management meetings to ensure that the 8-Principles are being institutionalized in the workplace.

In a Conference for the Senior Management Service held on 13-14 September 2007 in Cape Town, the Public Service set up such a Public Service Women Manager’ Forum. It is envisaged that this Forum would create the space for monitoring departmental progress towards meeting gender equity targets and the empowerment of all women in the workplace. While this remains its core objective, it serves more along the lines of a “watchdog” over the transformation process, and by no means indicates that women alone will have to be responsible for the transformation process towards gender equality.

4.3 SHORT-, MEDIUM- AND LONG-TERM OBJECTIVES

The strategic approach adopted in this framework, combines key elements that are required for the overall success of this initiative, which is required for the short, medium and long-term. Table 8 indicates what goals should be achieved over the short, medium and long term.
<table>
<thead>
<tr>
<th>Strategic approach</th>
<th>Short-Term Objectives</th>
<th>Medium-Term Objectives</th>
<th>Long-Term Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Increased representation of and participation by women in key decision making levels within the Public Service</td>
<td>• Policy development and Implementation Phase</td>
<td>• Gender Mainstreaming Strategy for women's empowerment and gender equality</td>
</tr>
<tr>
<td></td>
<td>• Improved service delivery to improve the quality of life for all women and girl children</td>
<td>• Training and development phase</td>
<td>• Transformation for non-sexism</td>
</tr>
<tr>
<td></td>
<td>• Established partnerships with women-centered organizations</td>
<td>• Impact Evaluation of Interventions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Workplace conducive to well-being of women employees, especially for women with disabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target Date</td>
<td>• 31 March 2009</td>
<td>• 31 March 2010</td>
<td>• 31 March 2015</td>
</tr>
<tr>
<td>Macro-Indicator/s</td>
<td>• 50% women appointed in all levels of SMS.</td>
<td>• Recruitment and other HR policies reviewed from a gender perspective, and where necessary, new policies formulated.</td>
<td>• Sectoral and cluster gender mainstreaming strategy in place</td>
</tr>
<tr>
<td></td>
<td>• 2% women with disabilities employed in organization with at least 2% women with disabilities at SMS positions.</td>
<td>• Gender aware guidelines and standard operating procedures developed for implementation of policies and strategies</td>
<td>• Gender considerations integrated into all programmes, policies, projects</td>
</tr>
<tr>
<td></td>
<td>• Increased access by women to basic services, health care, education, skills development, housing, economic opportunities, finance, information technologies and micro-credit.</td>
<td>• Full roll-out of training manual on gender mainstreaming in the Public Service</td>
<td>• Impact evaluation reports reflect gender mainstreaming success</td>
</tr>
<tr>
<td></td>
<td>• HR and other relevant policies reviewed from a gender</td>
<td>• Development of leadership pipeline for women into management levels</td>
<td>• Equitable access for all women, including the girl child, young women, elderly women and women with disabilities to all resources and opportunities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Non-discriminatory recruitment</td>
</tr>
<tr>
<td>Perspective, and where necessary, new policies formulated.</td>
<td></td>
<td>Practices that seek to advance women.</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>-----------------</td>
<td>--------------------------------------</td>
<td></td>
</tr>
<tr>
<td>• A cadre of capacitated and skilled women created through learnerships and other development measures.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Utilisation of Women’s Organisations and other networks for establishment of databases with gender, age and disability disaggregated data.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Micro-indicators</th>
<th>Information freely available to women in all official languages</th>
<th>A culture of accessibility for women, both to information and to the built-environment, cultivated in the Public Service.</th>
<th>A barrier-free Public Service that attracts women and is accessible to, and accommodative of them.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Physical infrastructure facilitates access for women</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Number of women interns employed.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 8: Strategic Approach for Promoting Gender Equality in the Short, Medium and Long Term**
SECTION 5: MONITORING AND EVALUATION

An effective, efficient and implementable monitoring and evaluation system is required if this Public Service Strategy is to be successful in achieving national priorities. Such a system can be developed for both, the individual department level, and for the Public Service level. At the departmental level, the monitoring and evaluation system should be aligned to the Government-wide Monitoring and Evaluation Framework. Departments would be expected to develop micro-indicators as appropriate. At the Public Service level, the dpsa is proposing a Monitoring and Evaluation system comprising various Steering Committees for the Human Resource Management and Development components.

These Steering Committees will communicate and inform policy amendment and development, other interventions as well as provide a reporting platform for the achievement of equity targets. The steering committee for disability will be constituted of 9 Provincial representatives (from the Office of the Premier) and at national level, representatives from departments responsible for mainstreaming of gender equality.

The Steering Committee will be coordinated through the DDG-HRM&D within the dpsa and will meet on a quarterly basis, culminating in an annual forum. A report from these monitoring meetings will be forwarded to the DG: dpsa on a biannual basis.

The Persal system will also be of assistance as a monitoring and evaluation tool as it will be able to indicate the increase or decrease in the number of women and their positioning within the Public Service.

The periodic reports of the Public Service Commission, with their own indicators will provide an overall picture of the performance of the Public Service with regard to the implementation of the Gender Equality Strategic Framework.

Departments are responsible for developing their own specific outcome indicators to which they must aspire and against which they must measure their progress. Each department’s monitoring and evaluation system of the framework will have to incorporate indicators on gender.
In essence, the main features of the implementation of the Gender Equality Strategic Framework are as follows:-

- A Generic Implementation Plan

- Quarterly Monitoring and Evaluation meetings to provide public service organizations with the opportunity to report on progress in implementation at the Steering Committee meeting.

- Biannual reporting to the DG: DPSA on progress made

- An annual Steering Committee meeting to track progress on implementation.

- An annual Performance Progress Report
SECTION 6: CONCLUSION

The Gender Equality Strategic Framework aims to advance the initiatives to ensure that gender concerns in the Public Service are placed at the core of all plans and programmes. Strengthening and expanding the capabilities, resources, opportunities, and rights of women will increase human wellbeing, accelerate economic growth, and enhance development effectiveness. Gender equality benefits all and the responsibility for achieving equal rights, responsibilities and opportunities will be shared by both men and women. This in essence means that advancing gender equality and empowering women is essential for sustainable economic growth.

Without a strong commitment to and investment in addressing gender equality and the empowerment of women, the goal of eliminating discriminatory practices against women in the workplace will remain elusive. The approach taken in this framework, therefore, is that gender equality is not only a women’s issue, but should concern and fully engage men who can and do contribute to advancing gender equality, as individuals, within the workplace and in all spheres of society. The developmental approach in gender equality and the empowerment of women that is followed in the document also acknowledge that men may also face discriminatory barriers and practices themselves which may need to be addressed.

While recognising that women’s participation in decision-making in the Public Service has improved, a concerted effort in the empowerment of women is still needed in order to protect the gains achieved and take forward the course. The strategic framework attempts to provide development priorities that incorporate gender analysis and new delivery modalities that adequately consider all gender dimensions. Gender equality and women’s empowerment must be at the core of the Public Service workplace. Conscious efforts through the implementation of this framework needs to be made by all departments to ensure that the objectives are operationalised in a way that advances gender equality and the empowerment of women at all levels in the workplace.

The Strategic Framework will assist in increasing the overall human wellbeing by promoting gender equality and the empowerment of women through pursuing the strategic outcomes outlined. It will assist to enhance capacity of women to realise their capabilities and fulfil their potential. The overall goal of reducing gender disparities in accessing opportunities in the workplace will therefore be adequately addressed.
ANNEXURE A: GENERIC IMPLEMENTATION PLAN FOR GENDER EQUALITY

The strategy is divided into four main objectives consistent with the four pillars depicted in the conceptual framework:

- Capacity development;
- Organisational support;
- Governance and institutional development;
- Economic growth and development.

Table 9 provides a description of each of the elements covered in outlining each sub-objective of the strategy. For each objective, sub-objectives and related activities are outlined. The sub-objectives are essentially the key focus areas that are depicted in the boxes of each pillar of the conceptual framework. The activities, as outlined in the tables to follow, seek to elaborate on the priorities and interventions that are intended to achieve each strategic objective and its associated sub-objectives. Also described in the table for each sub-objective is the rationale for the approach to be undertaken in achieving the intended outcomes. Taken together these seek to clarify the meaning, scope and reach of the sub-objective outlined. When completed, the outline for each sub-objective represents a guide or road map for implementation.

<table>
<thead>
<tr>
<th>AREA OF PRESENTATION</th>
<th>INTENT AND DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strategic Objective</td>
<td>The strategic objectives are the objectives noted to represent each pillar of the strategy as presented in the conceptual framework diagram. There are four strategic objectives – one to represent each pillar of the strategy. The strategic objective is identified on the outline of each sub-objective.</td>
</tr>
<tr>
<td>2. Sub-objective</td>
<td>Each pillar of the strategy is divided into the interventions or initiatives which are embodied in that pillar. Each intervention or initiative is presented as a sub-objective. These sub-objectives are the focal points of the strategic framework and the basis of the activities to be undertaken.</td>
</tr>
</tbody>
</table>
The sub-objectives are analysed and presented to ensure that the practical implications of each is clear.

### 3. Success Indicators
Success indicators are the performance expectations for each sub-objective. They seek to identify exactly what outcomes are expected as a result of the intervention made.

### 4. Rationale and Strategic Focus
The rationale and strategic focus seek to present the justification for undertaking the initiative and the sub-objective. It presents the reason why the initiative was selected from the host of other interventions which could have been made.

### 5. Approach
The approach presents a brief statement about the manner in which the sub-objective will be accomplished. It is the method for accomplishing the sub-objective. The statement of approach is critical since it gives meaning to the sub-objective. In many cases, the objective will be unclear until the statement of approach is presented. There are many options available for undertaking the initiatives and interventions noted. The approach section seeks to sketch the manner in which the sub-objective will be accomplished. In some cases, it seeks to note the manner in which responsibilities will be allocated.

### 6. Activities
The activities associated with the particular sub-objective are the specific actions that will be undertaken in order to accomplish the sub-objective in reference. These activities are the items that will eventually be subjected to the timeframes, support and monitoring and evaluation. Activities are not exhaustive, and may not be tailored to the specific circumstances of the respective department. In this regard, when a department presents its plan to respond to the strategic framework it may be necessary to include activities that are not listed here. It will be noted on each sheet that the listing of activities also assists in clarifying what is intended with the sub-objective being outlined.

**Table 9: Description of Strategic Elements in the Gender Equality Strategy**

The Strategic Objectives of the Gender Equality Strategic Framework, with their related sub-objectives and success indicators are outlined in the following matrices:
### Strategic Objective 1:
TO ADOPT A WIDE SET OF OPTIONS FOR CAPACITY DEVELOPMENT IN ORDER TO ACHIEVE WOMEN’S EMPOWERMENT AND GENDER EQUALITY FOR THE CREATION OF A NON-SEXIST STATE

<table>
<thead>
<tr>
<th>Sub-Objective 1.1</th>
<th>Success Indicators</th>
</tr>
</thead>
</table>
| 1.1 To develop knowledge of legal framework and mandates at a national and global level | • Officials are able to fully translate imperatives contained in the Constitution and legislation into actionable measures  
• Officials are able to relate mandates from national legal framework and from global agreements to their own work  
• Organizational action plans that speak to national and global mandates as it relates to their work. |

### Activities for Strategic Objective 1.1
1. Workshops and training on the legal frameworks and mandates (nationwide and globally) pertaining to women’s empowerment and gender equality

2. Action plans are developed that reflect national mandates within the context of specific work areas

3. Departmental gender forums need to be developed.

### Sub-Objective 1.2
1.2 To develop knowledge of policies and strategic frameworks related to women’s empowerment and gender equality

### Success Indicators

<table>
<thead>
<tr>
<th>Sub-Objective 1.2</th>
<th>Success Indicators</th>
</tr>
</thead>
</table>
| 1.2 To develop knowledge of policies and strategic frameworks related to women’s empowerment and gender equality | • Officials are able to fully translate imperatives contained in policies and strategic frameworks related to gender equality into actionable measures as well as into their own work  
• Organizational action plans that speak to national and global mandates as it relates to their work |
1. Workshops and training on the policies and strategic frameworks related to women’s empowerment and gender equality for Gender Focal points and other responsible officials

2. Capacity development initiatives are undertaken to strengthen the capacity of GFFPs and other senior managers to understand, unpack and apply the National Framework on Women’s Empowerment and Gender Equality

3. Action plans are developed that reflect national mandates within the context of specific organizational work areas

<table>
<thead>
<tr>
<th>Sub-Objective 1.3</th>
<th>Success Indicators</th>
</tr>
</thead>
</table>
| 1.3 To create a leadership pipeline through which women can be capacitated and developed for upward mobility, including through the development of programmes for leadership development management | • Retention and talent management strategies developed for sectors  
• Leadership development management policy in place with leadership pipeline designed  
• Increased number of women in leadership positions i.e. 50% target for women in all levels of SMS  
• A sustainable pool of middle managers created in readiness to take up positions in higher levels. |

Activities for Sub-Objective 1.3
1. Develop retention and talent management strategies for each sector
2. Develop a leadership management policy aimed at achieving a 50% target for women in all levels of the SMS
3. Design a focused leadership pipeline that develops a cadre of middle managers capable of moving into higher positions

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<thead>
<tr>
<th>Sub-Objective 1.4</th>
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</table>
| 1.4 To put in place measures for capacity development and skills development through establishing bursaries, traineeships, learnerships, mentoring and coaching programmes for women, women with disabilities and for young women | • Policies on capacity development measures in place.  
• Departmental HRD Strategy developed  
• Measures to capacitate women and young girls established  
• Increased numbers of women, women with disabilities and young women accessing bursaries, learnerships and traineeships.  
• Mentoring, coaching and support programmes for women, especially for women in management, are undertaken at departmental level |
Activities for Sub-Objective 1.4

1. Appropriate capacity development policies are developed that address specific capacity gaps in the area of women’s empowerment and gender equality

2. A departmental HRD Strategy is developed that addresses gender equality priorities

3. Focused measures are designed to capacitate women and young girls with appropriate skills, with an emphasis placed on expanding access to bursaries, learnerships and traineeships

4. Mentoring, coaching and support programmes for women in management are given prominence within the capacity development policy

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<th>Sub-Objective 1.5</th>
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</table>
| 1.5 To ensure that all officials are trained on gender mainstreaming through the PALAMA driven programme | • Number of men and women, including numbers of SMS officials trained on gender mainstreaming  
• All programmes, projects and day to day work of the department are mainstreamed with gender considerations  
• Women are direct beneficiaries of services and development measures  
• Women's practical and strategic needs are addressed. |

Activities for Sub-Objective 1.5

1. Gender mainstreaming training courses run for SMS officials

2. A systematic strategy is developed to ensure that department programmes, projects and daily work schedules are assessed for their gender responsiveness

3. Assessment strategies are developed to ensure that services and development measures are appropriately gender mainstreamed and that women’s practical and strategic needs are addressed

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<th>Sub-Objective 1.6</th>
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### Strategic Objective 1:

**TO ADOPT A WIDE SET OF OPTIONS FOR CAPACITY DEVELOPMENT IN ORDER TO ACHIEVE WOMEN'S EMPOWERMENT AND GENDER EQUALITY OF A NON-SEXIST STATE**

<table>
<thead>
<tr>
<th>Sub-Objective 1.6</th>
<th>Activities for Sub-Objective 1.6</th>
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</table>
| **1.6 To build capacity in all gender focal points in gender mainstreaming, gender analysis, gender audits and gender budgeting to help drive the gender agenda in the organisation** | • Dedicated GFPS with appropriate substantive and technical skills are appointed  
• GFPS drive the gender agenda in association with top management  
• Departments use technical in-house expertise to analyse programmes and day to day work through gender lens as well conduct internal gender audits and gender budgeting or programmes, planning, etc. |

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<tr>
<th>Sub-Objective 1.7</th>
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</table>
| **1.7 To put in place programmes on diversity management that would address issues that impede the achievement of gender equality** | • Interventions addressing diversity issues are in place  
• Workplace is conducive for all employees  
• Eradicate all barriers to access for women into and across all employment levels  
• Sensitivity to gender and disability is created as well as awareness of the needs of diverse groups in the workplace  
• Men playing a role as positive partners in advancing gender equality in the workplace. |

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<thead>
<tr>
<th>Activities for Sub-Objective 1.7</th>
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<tbody>
<tr>
<td>1. Diversity training and related gender-related capacity development support activities are conducted with staff</td>
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<tr>
<td>2. Diversity programmes are designed in such a way that they address workplace barriers for women and outline constructive gender-aware solutions</td>
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<tr>
<td>3. Diversity initiatives for achieving gender equality are designed and implemented in such a way that they include men and focus on their role as constructive partners</td>
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<tr>
<td>Sub-Objective 1.8</td>
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</table>
| 1.8 To conduct training on gender sensitivity in the workplace to ensure that positive mind shifts towards the advancement of women and gender equality are encouraged | • All employees are sensitive to gender issues and the diversity of needs  
• Women’s upward mobility in the workplace is not regarded negatively  
• Women are supportive of each other and efficient and effective managers  
• Women’s forums established in the workplace |

**Activities for Sub-Objective 1.8**

1. Design and implement capacity development training in such a way that it emphasizes gender awareness and diversity issues
2. Design and implement capacity development training in such a way that it addresses negative stereotypes about women in the workplace
3. Establish women’s forums in the workplace to strengthen gender awareness
<table>
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<tr>
<th><strong>Strategic Objective 2:</strong></th>
<th><strong>Sub-Objective 2.1</strong></th>
<th><strong>Success Indicators</strong></th>
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</table>
| **TO ADOPT A WIDE SET OF OPTIONS FOR ORGANIZATIONAL SUPPORT IN ORDER TO PROMOTE WOMEN’S EMPOWERMENT AND GENDER EQUALITY** | **2.1 Creating an organizational culture which is gender sensitive and which also ensures attitudes and mind-shifts.** | • An enabling climate of appropriate attitudes and sensitivities that are accommodative of women is created  
• Increased number of women in senior management with decision-making authority |

**Activities for Strategic Objective 2.1**

1. Diversity training initiatives are developed and implemented with a focus on attitudes and values that are accommodative of women  
2. Diversity training initiatives are developed with a strong focus on transversal themes, including gender, HIV & AIDS, disability and age  
3. An organizational review, based on a detailed gender analysis, is undertaken to evaluate and analyse the prevailing organizational ethos from a gender perspective  
4. Develop and apply leadership self-assessment questionnaires to assess management processes, personal qualities and inter-personal skills  
5. Develop and apply qualitative surveys to assess the nature of organizational culture, specifically with regard to gender awareness

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<tr>
<th><strong>Strategic Objective 2:</strong></th>
<th><strong>Sub-Objective 2.2</strong></th>
<th><strong>Success Indicators</strong></th>
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</thead>
</table>
| **TO ADOPT A WIDE SET OF OPTIONS FOR ORGANIZATIONAL SUPPORT IN ORDER TO PROMOTE WOMEN’S EMPOWERMENT AND GENDER EQUALITY** | **2.2 Provision of adequate resources to deal with issues pertaining to women with disabilities** | • Considerations of accessibility for women are prioritized in all MTEF and other planning.  
• All budgets reflect appropriate gender mainstreaming processes, with a focus on the prioritization of women with disabilities  
• Procurement processes and resources are responsiveness to disability, and in particular women with disabilities |

**Activities for Sub-Objective 2.2**

1. All MTEF and other planning is assessed for its gender responsiveness  
2. Gender budgeting training is rolled out for departmental staff engaged in planning and budgeting processes  
3. Procurement policies and processes are reviewed for their responsiveness to women with disabilities
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<tr>
<th>Sub-Objective 2.3</th>
<th>Success Indicators</th>
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<tbody>
<tr>
<td>2.3 Programmes for upward mobility of women into management</td>
<td>- Achievement of women representivity in decision making, especially 50% in SMS&lt;br&gt;- Policies and programmes in place to address issues of leadership and upward mobility for women managers</td>
</tr>
</tbody>
</table>

**Activities for Sub-Objective 2.3**

1. Policy reviews conducted and where necessary new policies are formulated to advance women into senior management positions
2. Career advancement programmes are developed to fast-track women into senior management positions
3. Enabling institutional support structures are in place to ensure that programmes for upward mobility are sustained

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<th>Sub-Objective 2.4</th>
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<tbody>
<tr>
<td>2.4 Workplace conducive for women with disabilities</td>
<td>- Accessibility into employment and upward mobility for women with disabilities&lt;br&gt;- Increasing representation of women in SMS levels through reasonable accommodation in the workplace and gender-linked skills development, bursaries and other measures&lt;br&gt;- Policies in place that reflect issues of reasonable accommodation and universal design</td>
</tr>
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</table>

**Activities for Sub-Objective 2.4**

1. Policies are developed to facilitate access to employment and upward mobility for women with disabilities
2. Departmental policies are mainstreamed to ensure that reasonable accommodation is made in the workplace for women with disabilities
3. Opportunities are expanded for women with disabilities to access gender-linked skills development, bursaries and other measures
4. Review procurement procedures to ensure that issues of universal design are mainstreamed into infrastructure development and procurement processes
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<tr>
<th>Sub-Objective 2.5</th>
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| 2.5 Mainstreaming of gender issues into all policies and projects | • Gender issues are taken into consideration in all work of the department so as to ensure a better life for women  
• All departmental policies and programmes are gender mainstreamed  
• GFPs are empowered to ensure effective gender mainstreaming is carried out with regard to policies, programmes, projects and processes |

**Activities for Sub-Objective 2.5**

1. All departmental policies, strategic frameworks and projects are assessed and evaluated for their gender responsiveness
2. Training for GFPs to ensure competency in all areas of gender mainstreaming, gender budgeting and broad women’s empowerment issues

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<tr>
<th>Sub-Objective 2.6</th>
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</table>
| 2.6 Integration of gender in strategic plans, MTEF, cluster and sector plans, and Gender responsive budgeting. | • Adequate resources are provided for driving the gender agenda in departments  
• Budget allocations reflect gender equality issues |

**Activities for Sub-Objective 2.6**

1. Strategic plans, MTEF, cluster and sector plans are reviewed in order to assess their gender responsiveness
2. Budget allocations are reviewed to ensure that they adequately address gender issues
3. Training activities are undertaken with GFPs to empower them to lead the process of assessing the integration of gender in strategic plans, MTEF, cluster and sector plans

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<tr>
<th>Sub-Objective 2.7</th>
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</table>
| 2.7 Organizational culture and workplace attitudes conducive to achieving gender equality | • Issues that obstruct or hinder women’s advancement in the workplace are addressed  
• Organisation’s vision, mission and value propositions reflect gender awareness  
• The principles of Batho Pele are increasingly evident in the work of the public service |

**Activities for Sub-Objective 2.7**
<table>
<thead>
<tr>
<th>1. Undertake a review of the organization/department's strategic plan to assess its gender responsiveness and its potential to strengthen an organizational culture conducive to achieving gender equality. HR strategies for their gender responsiveness.</th>
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<tbody>
<tr>
<td>2. Undertake a review of the organization/department's HR strategy to assess its gender responsiveness and its potential to promote workplace attitudes conducive to achieving gender equality.</td>
</tr>
<tr>
<td>3. Undertake a review of the organization/department's Operational Plan to assess its gender responsiveness and its potential to promote workplace processes conducive to achieving gender equality.</td>
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<tr>
<td>4. Performance agreements and performance assessments for GFPs and SMS are reviewed and KPAs in area of diversity management, gender awareness and strengthening of positive workplace attitudes are included.</td>
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<thead>
<tr>
<th>Sub-Objective 2.8</th>
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</table>
| 2.8 Focus on sexual harassment, workplace gender-based violence, work-life balance, provision of child care facilities | • Human rights and human dignity of women employees are promoted.  
• Workplaces that promote effective participation of women in all activities of the workplace, including opportunities for upward mobility, are created. |

**Activities for Sub-Objective 2.8**

• Review existing sexual harassment policies to ensure that they comply with the new gender equality strategic framework.
• Develop appropriate and effective mechanisms to deal with complaints of sexual harassment.
• Develop a workplace policy that addresses issues related to gender-based violence.
• Review existing work-life balance policy (if it exists) for gender responsiveness.
• Ensure that adequate child-care facilities and associated services are provided.
## Strategic Objective 3:
**TO ADOPT A WIDE SET OF OPTIONS FOR GOVERNANCE AND INSTITUTIONAL DEVELOPMENT IN ORDER TO PROMOTE WOMEN’S EMPOWERMENT AND GENDER EQUALITY**

<table>
<thead>
<tr>
<th>Sub-Objective 3.1</th>
<th>Success Indicators</th>
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| 3.1 Institutionalize 8-principle HoD’s action plan | • Political and administrative will and commitment to ensure that achievement of women’s empowerment and gender equality is driven at the highest level of the organization  
• HOD’s take full ownership of the 8-Principle Action Plan  
• The 8-Principle Action Plan is reflected in all departmental policies and strategy frameworks |

### Activities for Strategic Objective 3.1

1. Awareness-raising programmes are designed and implemented to ensure that all public servants understand the broad thrust of this gender equality initiative

2. HOD-led training programmes are designed and implemented to ensure that GF Ps and other senior managers are fully conversant with the 8-Principle Action Plan and its implication for departmental policy, planning and implementation

3. Knowledge and application of the 8-Principle Action Plan is included in performance assessments for senior management

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<tr>
<th>Sub-Objective 3.2</th>
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</table>
| 3.2 Establish gender management systems and institutional mechanisms | • Mechanisms to drive gender equality, such as gender management systems and gender units with dedicated focal points, are in place  
• Policies and mechanisms for driving gender equality comply with the National Policy Framework for Women’s Empowerment and Gender Equality  
• GFPs are appointed at appropriate management level to drive gender equality processes in line with the National Policy Framework |

### Activities for Sub-Objective 3.2

1. Review organizational structure and assess the adequacy of existing gender management systems and institutional arrangements

2. Review of organizational/departmental policies and mechanisms are reviewed to assess whether they are fully aligned with the National Policy Framework for Women’s Empowerment and Gender Equality

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### Strategic Objective 3:
To adopt a whole-of-government approach to promote women’s empowerment and gender equality

#### Sub-Objective 3.3
3.3 50% representation of women at all levels of SMS

**Success Indicators**
- Women in SMS have equal opportunities to influence decision-making
- HR policies are gender mainstreamed to ensure that principles of non-sexism are achieved

**Activities for Sub-Objective 3.3**
1. Review HR strategies to ensure that affirmative action programmes target 50% representation of women at all levels of SMS
2. Review HR strategies to ensure that non-sexism as a principle is mainstreamed across employment processes targeted at SMS representivity

#### Sub-Objective 3.4
3.4 Affirmative Action, special measures And Women Managers’ Forum

**Success Indicators**
- Targeted policy measures are in place to fast track the increase of women in SMS levels
- There is an increase in the representation of women with disabilities in employment in general
- Organisations have representation on national/provincial Women Managers’ Forums

**Activities for Sub-Objective 3.4**
1. Policies are developed or revised to ensure that women are fast-tracked into SMS levels across government
2. Organisational/departmental strategic frameworks make provision for representation on relevant structures of Women Managers’ Forums
3. Where necessary recruitment processes are revised to ensure that they target the employment and retention of women with disabilities

#### Sub-Objective 3.5
3.5 M&E, reporting, gender audits, disaggregated data, gender analysis

**Success Indicators**
- The responsibility for driving gender mainstreaming is located at the highest level
- M&E frameworks effectively track gender mainstreaming processes and impact
- Organisational reporting mechanisms include a focus on indicators related to women’s empowerment and gender equality
- Gender disaggregated data is available across government
- Gender analysis is undertaken across all departments to ensure planning that incorporates a gender perspective
### Activities for Sub-Objective 3.5

1. All M&E frameworks are reviewed for gender responsiveness and alignment with national priorities
2. Templates for reporting are developed that include an adequate focus on women’s empowerment and gender equality priorities
3. Gender audits are conducted within organizations to assess representivity and levels of seniority amongst women employees
4. Efficient mechanisms are, where necessary, designed and put in place to collect and systematize gender, age and disability disaggregated data at all levels of government
5. Conduct gender analysis to ensure that strategic planning processes are geared towards achieving women’s empowerment and gender equality

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<thead>
<tr>
<th>Sub-Objective 3.6</th>
<th>Success Indicators</th>
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</table>
| 2.6 **Organization’s gender policy and sector mainstreaming strategy** | - A well-coordinated, well-structured and aligned gender policy is in place in all government departments  
- Plans of action for driving gender equality are in place  
- Sector mainstreaming strategies are in place |

### Activities for Sub-Objective 3.6

1. Develop gender policies that are aligned with the National Policy Framework for Women’s Empowerment and Gender Equality
2. Develop Action Plans for driving gender equality within the organization
3. Develop strategies and guidelines for sectoral gender mainstreaming

### Activities for Sub-Objective 3.7

1. Conduct qualitative surveys for the purpose of organizational assessments from a gender perspective, with a focus on gender-related attitudes, values and assumptions
2. Conduct assessments of leadership style in relation to the promotion of women’s empowerment and gender equality
3. Establish workplace forums to promote gender equality

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<tr>
<th>Sub-Objective 3.7</th>
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</table>
| 3.7 **Organizational climate through surveys, questionnaires, forums, etc** | - Factors that hinder the conduciveness of workplace for promoting women’s advancement are identified  
- Comprehensive qualitative surveys conducted across all departments to assess levels of gender awareness |
<table>
<thead>
<tr>
<th>Strategic Objective 3: To adopt a wide set of gender-sensitive and institutional development to promote women’s</th>
<th>Sub-Objective 3.8</th>
<th>Success Indicators</th>
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</thead>
</table>
| 3.8 Awareness-raising and sensitization with effective communication strategy | | • Barriers to achieving gender equality are identified  
• Awareness-raising programmes on women’s empowerment and gender equality are conducted across all departments  
• Communication strategies are in place for promoting effective access by women to state services |

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<tr>
<th>Activities for Sub-Objective 3.8</th>
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<tbody>
<tr>
<td>1. Efficient gender networks are set up at national, provincial and local levels to monitor implementation and hold public officials accountable for delivery</td>
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<tr>
<td>2. Departments develop advocacy strategies to address issues related to women’s empowerment and gender equality</td>
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<tr>
<td>3. Departments develop communication strategies to disseminate information on processes related to women’s empowerment and gender equality</td>
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</table>
### Strategic Objective 4:
**To adopt a wide set of options for economic growth and development in order to promote women’s empowerment and gender equality**

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<thead>
<tr>
<th>Sub-Objective 4.1</th>
<th>Success Indicators</th>
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</table>
| **4.1 Focus on women’s economic empowerment in ASGISA, JIPSA, EPWP, ISRDP, PGDPS, LEDS and other economic policy interventions** | • Women as priority group are included in all programmes on economic empowerment and poverty alleviation.  
• Feminization of poverty is reduced and ultimately eliminated  
• The lives of rural women are significantly improved  
• Special vulnerable groups, including widows, older women and women living with HIV and AIDS, are strategically identified within strategies and programmes |

### Activities for Strategic Objective 4.1

1. Review all Government economic empowerment programmes to assess levels of gender mainstreaming
2. Mainstream a women’s empowerment and gender equality focus into all core Government economic development programmes
3. Processes are put in place to mainstream the rights of vulnerable groups into sectoral programmes and projects
4. Units within organizations that are responsible for R&D identify sectoral research programmes issues related to the experiences and needs of vulnerable women

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<th>Sub-Objective 4.2</th>
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| **4.2 Responsiveness to global agreements on economic development** | • Economic empowerment policies and strategies are responsive to issues of gender equality.  
• Economic empowerment for all women is ensured through alignment with key objectives of global agreements |

### Activities for Sub-Objective 4.2

1. Review all Government economic empowerment programmes to ensure alignment with international commitments on gender equality and women’s empowerment
   - Mainstream gender equality and women’s economic empowerment into programmes and projects linked to key Government initiatives and ensure that they are aligned with commitments made in terms of international agreements
   - Coordinate departmental reporting requirements under international agreements

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<tr>
<th>Strategic Objective 4:</th>
<th>Sub-Objective 4.3</th>
<th>Success Indicators</th>
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</table>
| To adopt a wide set of options for economic growth and development to promote women’s empowerment and gender equality | 4.3 Economic empowerment programmes and employment creation | • Poverty levels amongst women are reduced and ultimately eradicated  
• Number of women benefitting from broad-based, equitable wealth creation initiatives  
• Increased number of women receiving credit, micro-credit and other financial assistance for small business development  
• General levels of unemployment are reduced, and in particular unemployment amongst rural women is significantly reduced |

**Activities for Sub-Objective 4.3**

1. Review all programmes related to economic empowerment and employment creation for gender responsiveness
2. Processes are put in place within organizations to ensure that gender is mainstreamed into economic development planning
3. Training and capacity development processes are put in place to strengthen capacity for the formulation and implementation of gender-responsive economic development initiatives

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<th>Strategic Objective 4:</th>
<th>Sub-Objective 4.4</th>
<th>Success Indicators</th>
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</table>
| To adopt a wide set of options for economic growth and development to promote women’s empowerment and gender equality | 4.4 Economic development programmes for young women, girl children, elderly women and rural women | • Poverty among women, particularly for rural women, and the girl child, is reduced  
• Educational & economic empowerment of special categories of women is a focus area of economic development programmes |

**Activities for Sub-Objective 4.4**

1. Review of all economic development programmes to assess for gender responsiveness
2. Assessment mechanisms are institutionalized to track and assess the gender responsiveness of the provision of basic services in peri-urban and rural areas
3. Sectoral departments establish, where necessary and appropriate, education and training opportunities to strengthen women’s capacity to engage in economic development programmes
4. Organisations take responsibility for ensuring that institutional mechanisms and capacity are in place for conducting gender analysis of economic development programmes, with a specific focus on the involvement of young women, girl children, elderly women and rural women
Strategic Objective 4: To adopt a wide set of options for economic growth and development to promote women’s empowerment and gender equality

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| 4.5 Responsiveness to MDGs, global agreements and playing a role in Africa | • All work of organizations/departments incorporate an agenda for women’s economic development for a better life for all women, based on international and regional commitments  
• National commitments on implementation under the Beijing Platform of Action and BPA+5 are mainstreamed into organisation’s reporting mechanisms as per the CEDAW Reporting Protocol  
• All work of the department incorporates a regional agenda for addressing economic development for the women of Africa, specifically under the SADC Declaration on Gender and Development |

Activities for Sub-Objective 4.5

1. Organisations/departments ensure that reporting mechanisms are responsive to the MDGs, and in particular those that make reference to women’s economic empowerment
2. Organisations/departments commit to global and regional mandates on gender equality
3. Capacity to report on gender-related international and regional agreements is incorporated into programming and M&E training
4. Awareness-raising programmes are conducted to increase knowledge of the relevance of international and regional agreements on gender and development for the national women’s empowerment and gender equality agenda

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<tr>
<td>4.6 Partnerships and empowerment</td>
<td>• Strategic partners are engaged in driving agenda for women’s economic empowerment</td>
</tr>
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</table>

Activities for Sub-Objective 4.6

1. Organisations/departments conduct environment scans to identify potential partners for women’s economic empowerment
2. Departments establish partner/stakeholder databases
3. Departments form strategic partnerships that focus on women’s economic empowerment
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<th>Sub-Objective 4.7</th>
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</table>
| **4.7 Stakeholder partnership development for economic growth** | Strategic stakeholder partners are engaged in promoting economic and educational empowerment for women  
Effective partnerships are established between departments, organized labour and the private sector to strengthen opportunities for women’s economic advancement |

**Activities for Sub-Objective 4.7**

1. Departments develop focused stakeholder partnership strategies that focus on women’s economic empowerment  
2. Stakeholder partnerships are aligned with the National Policy Framework on Women’s Empowerment and Gender Equality, as well as with the national institutional mechanisms for economic development (BUSA, NEDLAC etc.), and initiatives within civil society

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<th>Sub-Objective 4.8</th>
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</table>
| **4.8 Programmes for poverty alleviation for women, rural women, older women and girl children** | Household poverty levels are significantly reduced  
Poverty alleviation strategies focus on addressing hardships experienced by rural women and other vulnerable groups of women and girl children  
Economic opportunities for women, rural women, older women and girl children are created |

**Activities for Sub-Objective 4.8**

1. Poverty alleviation programmes are reviewed for their gender responsiveness  
2. Poverty alleviation strategies are gender mainstreamed, with an additional focus on rural women, older women and girl children  
3. Poverty alleviation strategies are adjusted, where necessary, to promote economic opportunities for women, and in particular rural women

*Table 10: Objectives, sub-objectives and related activities*