Achieving gender equality requires mobilising social change that recognises that sustainable development for all South Africans must fully reflect the needs of both women and men. There is a need to eliminate historical patriarchal attitudes, practices and stereotypes in the workplace, in order to eradicate any resultant marginalisation of women.

This Gender Equality Strategic Framework ensures the empowerment of women through gender mainstreaming, by fast-tracking strategies to address historical challenges experienced by women, within the workplace. The key strategic areas that drive gender equality in the workplace are encapsulated in four critical functional pillars; as well as the cross cutting key initiatives of the Human Resource Development Strategy, to which this framework is aligned; and the ten core principles which ensures alignment with Constitutional obligations.

We believe that these efforts and initiatives are novel in changing the status quo by institutionalising the capacity development trajectory for all women to realise their full capabilities and potential within the Public Service. The Heads of Departments’ 8-Principles Action Plan is the catalyst for such institutionalisation of gender equality and equity advocated in this strategy. This will be achieved through co-ordinated targeted initiatives, which deal with the eradication of gender disparities with respect to access to, and benefit from, resources and opportunities, as well as ensuring gender responsive policies which benefit all South African women.

Undoubtedly, further progress and collaboration with development programmes proposed in the framework will lead to new opportunities in light of changing circumstances in the gender sphere. The generic implementation plan, will ensure accountability for targeted initiatives in a co-ordinated manner, to ensure results-oriented and gender-centred development.

Ms. Geraldine J. Fraser-Moleketi  
Minister: Public Service and Administration
PURPOSE OF THIS DOCUMENT

Title of this document

This document is titled "Gender Equality and Strategic Framework for the Public Service". The short title used throughout the text is Gender Equality Strategic Framework, or the Framework, in that it seeks to transform the public service with a view of attaining gender equality.

Goal of the Strategic Framework

The overall goal of the Gender Equality Strategic Framework document is to locate gender mainstreaming in its social, economic, legal and developmental context. In addition, it delineates the parameters for the content, structure and underlying principles of the Gender Equality Strategic Framework, together with a framework for successful implementation of the strategy.

Objectives of the Strategic Framework

The objectives of the Gender Equality Strategic Framework are to outline a strategic approach for gender equality within the Public Service through a mainstreaming strategy. The Framework is premised on the intent to advance an effective enabling environment within the Public Sector through progressive policies and guidelines, establishment of appropriate and sustainable institutional mechanisms and development of effective operational processes to ensure a transformed, non-discriminatory and fully inclusive Public Service, which reflects the Constitutional values of non-sexism and non-racialism.

Overview

A Draft Strategic Framework for Gender Equality within the Public Service (2006 – 2015) was compiled and launched in November 2006 for further consultation with relevant stakeholders. For this purpose, the Division: Diversity Management; which includes Employment Equity and Transformation, embarked on a series of advocacy and consultation Road Shows, firstly to communicate and/or raise awareness on the Draft Strategy to stakeholders, and secondly, to
consult on the document with a view to obtaining inputs on its finalisation and the development of its implementation guidelines and plan.

Departments in each of the nine provinces participated in the Road Shows. In addition, one Road Show targeted all the national departments. Inputs on the finalization of the Strategy and the development of the implementation guidelines and plan have been obtained as envisaged, and accordingly collated and integrated into the revised Framework.

**Target audience**

This strategic framework is geared towards assisting Heads of Departments, Special Programme Unit Managers, Gender Focal Points, Employment Equity Practitioners, Human Resource Practitioners, and line managers in the Public Service workplace in general, to ensure institutionalisation of a gender equality perspective in all policies, procedures and programmes.

**Structure of the document**

This document comprises distinct sections. Each section illuminates a key element of the Framework: the context, the strategic thrusts and objectives, the implementation plan, and the monitoring and evaluation. The Framework also amplifies the functional pillars on which the Framework is based, as well as the national priority items which provide direction to the Public Service.

**Enquiries**

All enquiries regarding the Gender Equality Strategic Framework can be directed to The Diversity Management Chief Directorate within the Branch: Human Resources Management and Development.

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0001
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SECTION 1: INTRODUCTION

1.1 BACKGROUND

This document, entitled “Gender Equality Strategic Framework for the Public Service”, is aimed at achieving women’s empowerment and gender equality in the public service workplace. Additionally, it is aimed at ensuring a better quality of life for all women through improved and accelerated service delivery by the Public Service. The strategy strongly emphasizes the advancement of women in the belief that gender equality cannot be achieved until and unless women have been empowered. In this regard, the strategy fully acknowledges men as partners in this process.

The strategy is premised on the promotion and protection of human dignity and the human rights of women, including the rights of women with disabilities. It takes cognizance of the role of institutions in promoting non-sexism and non-racialism, particularly issues pertaining to organizational transformation and change and how these changes are managed within the context of a transforming and developing State.

It is within this context of transformation and development that the Strategic Framework projects with renewed vigour the goal of achieving women’s empowerment and gender equality, including that of a fully representative demographic profile for the Public Service.

While the Framework incorporates a strategy geared towards increasing the number of women at all levels of the Senior Management Service (SMS), it goes “beyond just numbers” to include the element of empowerment, development and leadership of all women. It ensures the engendering of all Public Service policies to be pro-women empowerment.

The development of this Framework document is premised on the Draft National Programme for Action for Women’s Empowerment and Gender Equality 2005-2015 produced by the Office on the Status of Women in The Presidency. The approach taken towards the integration of gender into the day-to-day work of the Public Service is based on South Africa’s National Policy Framework for Women’s Empowerment and Gender Equality, the Human Resource Development Strategy of the DPSA and government’s priority areas.
Government has identified the following priority areas\(^1\) with the central theme of accelerating change to improve the quality of life of the people both in rural and urban areas:

- Reduce poverty and unemployment by half by 2014;
- Provide the skills required by the economy;
- Consolidate democracy and build a caring and responsive state;
- Combat crime and corruption;
- A better national health profile; and
- Play a progressive role in Africa and the world.

The priority focus on increasing women’s participation in decision-making, and the concomitant adoption of the Public Service employment equity target of 50% representation for women at all levels of the SMS, are built into the current strategy. This translates into a concerted effort needed across all government departments, at national, provincial and local levels, in addressing women’s empowerment and leadership development.

The Framework proposes a process that moves away from treating gender issues as “business as usual”, towards locating it at the very centre of the transformation process in the Public Sector. Achieving the goal of gender equality is therefore premised on the fundamental integration of women and gender issues within all structures, institutions, policies, procedures, practice, programmes and projects of government.

### 1.2 OBJECTIVES

The fundamental objective of this Strategic Framework is to facilitate the development of strategies, mechanisms and interventions by government departments and provincial administrations for the creation of an enabling environment, equality of opportunities, mainstreaming of gender equality and creating of a barrier-free workplace, illustrative of a transformed public service.

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\(^1\) President Mbeki’s State of the Nation Address to the National Assembly, National Parliament, Cape Town, 6 February 2005
1.3 SITUATIONAL ANALYSIS

An analysis of nearly 15 years of democratic governance indicates that, while considerable progress has been made with regard to institutionalising women’s rights and gender equality, South Africa still faces many challenges. To achieve a society free of racism and sexism, the country must undergo a paradigm shift with regard to the way in which resources are allocated and how people relate to each other. These challenges which face the country have been translated into national priorities. All of these priorities have compelling gender dimensions which need to be addressed if the country is to advance towards women’s empowerment and gender equality.

a) **Gender relations**: One of the key objectives in the process of transformation remains that of improving gender relations. Gender relations should be a concern for both men and women. The Public Service strives to transform gender relations and to empower women by promoting gender equality in governance and the enhancement of women’s participation in all spheres of the workplace. The challenge is to shape the broad transformation agenda in a way which acknowledges the centrality and compatibility of improving gender relations to the broader institutional change process. This requires a fundamental review of what has come to be accepted as ‘business as usual.’

b) **Poverty**: The systematic and socially-engineered location of women in rural areas, and the underdevelopment of infrastructure in these areas, has been directly responsible for the poor conditions under which the majority of South Africa’s rural communities live. Apartheid laws, coupled with repressive customs and traditions, have disempowered women in ways that will take generations to reverse. While the democratic government has established enabling legislation, it must move towards enhanced delivery to alleviate and eventually eradicate poverty.

c) **HIV and AIDS**: This affects women disproportionately to men. The power imbalances between women and men in interpersonal relations contribute to this growing pandemic. Gender inequality increases the load on women to carry the unsustainable burden of care as the pandemic escalates. Women pay a high price in lost opportunities; their caring role means that many women have to leave or regularly stay away from the workplace and many of their income generating activities suffer. On the other hand, their participation in the workplace may be limited due to taking time off to care for their loved ones who are
infected, thereby reducing their meaningful participation in workplace activities or their chances for upward mobility.

d) **Violence against women:** The high incidence of rape cases, as well as other forms of physical and psychological abuse of women and girls, is evidence of this. While the institutions of the criminal justice systems are now beginning to deal with this crisis in a gender-sensitive manner, violence against women continues to be a major challenge, in particular because it is compounded by its interrelation with poverty and HIV and AIDS.

e) **Access to services and infrastructure:** Basic needs such as education, housing, welfare, fuel and water have also been influenced by unequal gender, race and class relations. The inequality of power between women and men has inevitably led to the unequal sharing of resources such as information, time and income. Access to basic resources has improved since 1994 but women’s control over these resources is still skewed. The lack of infrastructure in the rural areas still acts as a barrier for women in gaining easy access to basic services.

f) **Access to employment and Economic Empowerment:** Differential access to employment opportunities continues to exist. Whilst theoretically women currently have access to a broader scope of employment opportunities in the labour market, these new opportunities are accessible to a narrow pool of women who have had access to skills development, education and training. In large measure, women’s employment remains either within the traditional female occupations or within the domestic and farming sectors, all too often as casual workers. They are concentrated within positions that are low paying and which have high rates of turnover. Women are also more likely to be unemployed or underemployed and thus constitute the poorest group within society. The challenge is to ensure that South Africa’s macro economic strategy promotes economic growth and that it sufficiently addresses the differential impact of macroeconomic policy on various groups of people depending on class, race, age, gender, location and disability.

g) **Access to science and technology:** Science and technology, as fundamental components of development, are transforming patterns of production, contributing to the creation of jobs and new ways of working, and promoting the establishment of a knowledge-based society. Given the large number of women in the workforce, South Africa must devise mechanisms for engaging women with science and technology in order
to enhance their productivity and thus increase the quality of national production. Women should be actively involved in the definition, design, development, implementation and gender-impact evaluation of policies related to economic and social changes.

h) **Implementation of laws:** South Africa has adopted sophisticated rights-based legislation with explicit bearing on the protection of gender equality. An important challenge remains in making these rights accessible to all women through the provision of information and the development of the knowledge and skills that women require to avail themselves of the mechanisms inherent in the legal remedies.

i) **Political participation and representation:** Women’s access to political power and decision-making has improved since the 1994 elections. There is a strong representation of women in the national, provincial and local legislative branches of government and in government departments. In the context of gender the major challenge for political institutions is to change their organisational culture in order to be more responsive to the needs of women politicians and civil servants.

j) **Women’s mobility in the workplace:** Women face many barriers with regard to their mobility in the workplace, particularly barriers of access to entry into management. We therefore have to closely examine why women do not progress as easily as men up the corporate ladder within the Public Service.

**1.4 GENDER EQUITY AND THE PUBLIC SERVICE**

a) **Women in decision-making positions:** The White Paper on the Transformation of the Public Service and on Affirmative Action spells out the target of 30% of women in decision-making levels, as well as the special measures to be implemented in reaching this target. In March 2005, the public service workforce stood at 1 073 033 employees, showing a net increase of 29 336 employees from December 2004. Of these figures, Blacks represented 86.5% of the workforce, while women represented 53.3%. In regard to women with disabilities, as at 31 March 2005, out of a total of 571 871 women employed in the Public Service, 586 (i.e. 0.1%) are women with disabilities. Overall, employees with disabilities received 0.15% of all promotions in the Public service.

b) **Women in management:** In terms of women in management, as at 31 March 2005, women made up 53.3% of the Public Service workforce yet only constituted 29% of Senior
Management positions. However by March 2006, of the total of 6727 SMS employees, 2017 (i.e. 30%) are women, indicating that the target set by Cabinet in 2003 has been met within the Public Service. Gender analysis of employees in the Professional Occupations indicates that while there are 64.8% women in the professional occupational category, they tend to be concentrated at the lower levels of the occupational category. Women account for 34% of Senior Management Service as at June 2008. Gender in the administrative and clerical levels is slightly more than one-third (i.e. 37%) of women employed in the Public Service and they are concentrated in the production level jobs.

c) **Enabling environment:** It is critical to create an enabling and conducive environment for advancing women in the workplace. There is a pressing need to continually strive to eliminate gender inequalities and inequities in the place of employment. The Public Service must ensure that specific measures that address patriarchal stereotypes and cultural attitudes are adopted to counter these barriers towards full and effective equality for women. This can only be achieved through addressing women’s unique strategic needs as employees and through the recognition that all policies, programmes and projects of the department affect and impact differently on both women and men.

**SECTION 2: OUTLINE OF THE CONCEPTUAL FRAMEWORK**

**2.1 STRUCTURE OF THE FRAMEWORK**

The overall **Gender Equality Strategic Framework**, which circumscribes the strategy for mainstreaming of gender equality within the Public Service, is represented in terms of a “**Parthenon House**” founded on the legislative and policy framework. There are three critical components of the strategy:

a) The **vision** for the strategy and the manner in which this vision is communicated, institutionalized and managed;

b) The **four key pillars** for achieving this vision, or the primary arenas of action in implementation for creating a non-sexist, non-racist and inclusive public service, and the **four process pillars** for implementation:

c) The **ten core principles** for implementing the strategy, which serve as a set of guidelines to organize and manage interventions for gender equality in the workplace.
The four functional pillars or strategic programmes of action comprise:

- An enabling environment
- Equality of opportunities
- Mainstreaming of gender equality
- A barrier-free workplace

Cutting transversally across these four functional pillars are the four process pillars which drive implementation of the Framework:

- Capacity development initiatives
- Organisational support initiatives
- Governance initiatives
- Economic growth and development initiatives

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**Figure 1: Composite Elements of the Framework**
The ten core principles underlying the Framework are:

- Focus on all levels of employment
- Responding to the needs of all women
- Representation of women
- Equality and non-discrimination
- Healthy integration and embracing change
- Building government capacity
- Addressing diversity of needs
- Human dignity, autonomy, development and empowerment
- Barrier-free Public Service
- Collaborative partnerships.

Underpinning the principles and broad guidelines outlined in this document is the full compliance, by government departments, to the imperatives contained in the South African National Policy Framework for Women's Empowerment and Gender Equality which was adopted by Cabinet in 2000. In addition, they are premised on the compliance to agreements contained in sub-regional, regional and international gender instruments to which South Africa is a party, including:

- Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
- The Beijing Declaration and its Platform for Action (BPFA)
- AU Heads of State's Solemn Declaration on Gender Equality in Africa
- Optional Protocol to the African Charter on the Human and People’s Rights on the Rights of Women in Africa
- SADC Heads of States and Governments’ Declaration on Gender and Development and its Addendum on the Prevention and Eradication of Violence against Women and Children
- The UN Millennium Declaration and its Development Goals (MDGs)
2.2 VISION

The vision espoused is simple – to create a transformed, inclusive Public Service that is free of discrimination, inequalities and barriers to self-reliance, and where women can begin to enjoy a better quality of life as equal citizens.

The Framework is premised on the promotion of non-sexism, non-racism and non-discrimination. It is about equality for all persons and fundamentally that women’s rights are human rights. It is also about social justice, i.e. it is about every individual enjoying equal opportunity for a better life. In addition, it purports to promote women's increased participation in key decision-making levels, not just quantitatively but also qualitatively.

The approach is one of finding long-term solutions to women’s experience of deep-rooted and low social status, exclusion, and discrimination. Since quick fixes offer only short-term solutions, the persistence of entrenched inequalities and inequities necessitates a long-term vision. The strategy seeks to encourage sustained investment and emphatic commitment to the goal of ensuring an economically stable, healthier, better skilled, better educated and gender aware society.

2.3 MISSION

The mission of this strategic framework is adopting initiatives and interventions that are geared towards ensuring that gender equality and women’s empowerment are achieved in order to create a non-racial, non-sexist and an all-inclusive public service.

This therefore calls for putting in place a gender mainstreaming approach that will ensure that a gender perspective is adopted in assessing the implications for women and men in any planned action, including legislation, policies or programmes, in all areas and at all levels.

2.4 LEGAL AND POLICY FRAMEWORK

In his Inaugural Address in 1994, President Mandela noted that genuine liberation in South Africa would not be achieved “unless we see in visible and practical terms that the condition of women in our country has radically changed for the better and that they have been empowered to intervene in all spheres of life as equals with any member of our society.”
This political commitment to women’s empowerment and gender equality is enshrined in the South African Constitution, Act 108 of 1996 and its Bill of Rights. It is expressed as “the transformation of the State into a genuinely non-sexist and non-racist society”.

The ensuing years since the advent of democracy have seen considerable progress in the enhancing the status of women in the country. There has been a marked increase in the representation and participation of women in public life, particularly within the public sector, organized labour and the corporate sector. This increasing representivity has been guaranteed by a forward-looking legislative framework, including the Public Service Act of 1994, the White Paper on the Transformation of the Public Service, 1995; the Employment Equity Act, 1998; and the Promotion and Prevention of Unfair Discrimination Act 4 of 2000.

In 1997, the SADC Heads of States’ Declaration on Gender and Development set a minimum target of 30% of women in decision-making positions for SADC Member States by 2005. South Africa was a signatory to this agreement and therefore has a regional responsibility to ensure the advancement of gender equality. In line with this Cabinet adopted the minimum target of 30% women in the Public Service in 2003, a target that is also contained in the White Paper for the Transformation of the Public Service (1995).

In his State of the Nation address in 2005 President Thabo Mbeki emphasised that the capacity and organisation of the State was critical to the achievement of nationally identified priorities. In this regard President Mbeki renewed government’s commitment to the principles of employment equity and the goal of making the Public Service a truly representative and inclusive national institution. This was reinforced in the 2005 Budget Vote Speech given by Ms Geraldine J. Fraser-Moleketi, Minister for Public Service and Administration.

In 2005 the SADC Heads of State reviewed the minimum 30% target and aligned this target with the African Union (AU) target of 50% women in decision-making positions, as outlined in the 2004 AU Heads of States’ Solemn declaration on Gender Equality in Africa. Again, South African is a signatory this agreement. On 30 November 2005 Cabinet adopted a revised employment equity target of 50% women at all levels in the SMS by 31 March 2009. In addition Cabinet also supported the development of a Gender and Governance plan of action that would ensure that substantial progress is made on women’s empowerment and gender equality in the Public Service.
Table 1 presents an outline of the legal and policy framework for promoting women’s empowerment and gender equality in the Public Service, including the mandates derived from global instruments that the country is signatory to. It must be noted at this point that the country reports on the progress made in advancing women and gender equality against several global and regional instruments, including the United Nations, African Union and SADC. In accordance with South Africa’s global commitments, the Public Service needs to take cognizance of these international agendas for promoting women’s equality and contextualise them for implementation at a departmental or organizational level.

It is anticipated that the Implementation Guidelines contained in the Framework set out an effective implementation process that will provide for a systematic and coordinated reporting line between the Public Service and the Presidency. This will facilitate and strengthen an effective national reporting process.
### INTERNATIONAL INSTRUMENTS UNDERPINNING GENDER EQUALITY SIGNED OR RATIFIED BY THE SOUTH AFRICAN STATE

- International Labour Conventions (ILO)
- United Nations Convention on the Rights of People with Disabilities
- Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), 1996
- The Beijing Declaration and its Platform for Action, 1995
- United Nations Millennium Declaration and its Development Goals (MDGs), 2000
- AU Heads of States Solemn Declaration on Gender Equality in Africa
- SADC Heads of States Declaration on Gender and Development and its Addendum on the Prevention and Eradication of Violence Against Women and Children
- The Commonwealth Plan of Action on Gender Equality 2005-2015

### LEGAL FRAMEWORK FOR GENDER EQUALITY WITHIN THE PUBLIC SERVICE

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### STRATEGIC FRAMEWORKS FOR GENDER EQUALITY WITHIN THE PUBLIC SERVICE

- White Paper on the Transformation of the Public Service, 1995
- The South African National Policy Framework for Women’s Empowerment and Gender Equality

### ECONOMIC AND SOCIAL POLICY FRAMEWORK AND SPECIAL PROGRAMMES

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<th>ASGISA, JIPSA, EPWP</th>
<th>Medium Term Strategy Framework</th>
<th>National Spatial Development Strategies</th>
<th>Premier’s State of the Province Address, Provincial Growth and Development Strategies</th>
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*Table 1: The Legal and Policy Framework governing mainstreaming of gender equality within the Public Service*
The Strategic Framework for Promoting Gender Equality within the Public Service must be aligned with Government’s priority areas and national action plan for the various government clusters. The key priority areas are summarised in Table 2 below:

1. Transforming our country into a genuinely non-sexist society
2. Eradicating poverty and underdevelopment, within the context of a thriving and growing first economy and the successful transformation of the second economy
3. Securing the safety and security of our people
4. The further entrenchment of democracy in our country
5. Building a strong and efficient democratic state that truly serves the interests of the people
6. Transforming our country into a genuinely non-racial society
7. Opening the vistas towards the spiritual and material fulfillment of each and every South African
8. Contributing to the victory of the African renaissance and the achievement of the goal of a better life for the people of Africa and the rest of the world

Table 2: Government’s Key Priority Areas

2.5 CORE PRINCIPLES

This set of core principles been derived through a consultative process with relevant stakeholders during the period 2005 – 2007, on a review of available documents and international instruments pertaining to women’s empowerment and gender equality, and the challenges faced in the upward mobility of women to Senior Management Services. The policy priorities of Government were always the focus point of discussions in all consultation sessions as they provided the key strategic point of reference.

The set of ten core principles identified in Figure 2 underpins the vision for the Framework. Figure 2 provides an elaboration of the core principles as these relate to the Gender Equality Strategic Framework:
A SET OF CORE PRINCIPLES

A basis for common understanding and concerted action among stakeholders and practitioners in mainstreaming gender

- Focus on all Levels of Employment
- Responding to the needs of all women
- Representation of women
- Equality and non-discrimination
- Healthy integration and embracing change
- Building Government capacity
- Addressing diversity of needs
- Human dignity, autonomy, development and empowerment
- Barrier-free Public Service
- Collaborative partnerships.

- Full access and capacity at all levels
- Promoting Access and opportunities for women
- Promoting access to opportunities to employment, skills development and decision-making levels
- Ensuring that there is non-racial, non-sexism and equality for all
- Valuing of diversity at all levels
- Expanding access to knowledge & promoting individual responsibility for learning
- Respecting the circumstances and inherent practices of different groups
- Respect for human dignity and ensuring the inculcation of Batho Pele principles
- Ensuring cohesive & consistent governance
- Building partnerships with Gender groups and strategic partners globally and nationally

Figure 2: Core Principles of the Strategic Framework

These core principles are a set of value-based understandings which guide our behaviour and interactions, and are geared towards an understanding of the achievement of a transformed Public Service. They seek to establish a common set of beliefs and understanding among practitioners and stakeholders, so that programme interventions are not based on different stakeholder assumptions. Realising the established vision and ensuring that all will act to ensure progress is predicated on this common set of principles. The most highly prioritized principles which affect the application of the strategic framework are presented and explained below. These principles are by no means exhaustive. They may, however, represent the foundation of a process through which consensus is derived about additional principles that may be appropriate and relevant for promoting implementation success.

The core principles indicated in Figure 2 are detailed below:
a) **Focus on all Levels of employment:** Any organization has to operate at maximum performance and fulfill demands that are spread across a wide spectrum of complexity levels. The reach and influence, as well as the time spans of responsibility and consequence differ markedly from level to level. The Framework must be inclusive of all employees in the Public Sector. In this respect, it must focus on senior and executive management, middle managers, operational and technical staff as well as staff at the lowest level of the occupational ladder. Each employee has a role to play in the enhanced performance and service delivery in their respective departments, and each has a right to opportunities for development. Consideration of the needs of employees at different levels and in occupational categories has to be emphasized. Competencies and skills commensurate with job descriptions become critical to ensure effective individual performance and ultimately improved overall organizational performance and service delivery.

b) **Responding to the needs of designated groups:** An important dimension of any diversity development must be the self-reflection and introspection with regard to one’s values, beliefs and behaviours related to how one perceives designated groups such as women, older persons, people with disabilities and people living with HIV and AIDS. This awareness is crucial to the manner in which a Public Service official responds to the needs of individuals within designated groups, with particular importance to persons with disabilities and women. Stereotyping, ill-conceived perceptions and negative attitudes become insurmountable barriers to the advancement and development of designated groups, whether as Public Service employees or as the clients of the services of the government departments. The Public Service must endeavour to address disparities in respect of race, gender and background, promote equal opportunity and create a culture that embraces diversity. This is primarily a social-economic imperative to normalise society and achieve sustainable and embedded transformation.

c) **Representation of targeted groups:** Fundamental to the creation of a non-sexist, non-racist and fully inclusive Public Service is the process of achieving equity, parity, representation and participation of the designated groups in the employ of the Public Service. It is imperative that any strategy that aims to promote and protect human rights and human dignity of all people, must ensure that it first gets the “numbers game” right. Concomitantly, affirmative action measures and special measures to
empower women, people with disabilities and blacks are critical in order to increase their participation in all occupational categories and levels. Furthermore it is essential to ensure that processes of policy and programme generation that are aimed at advancing designated groups include participation by members belonging to such groups. Participation in key decision-making that concerns designated groups cannot take place outside of those it concerns and those it seeks to address.

d) **Equality and non-discrimination:** The principles of equality and non-discrimination are the cornerstones of democracy upon which the South African constitution is based. Any discrimination based on any grounds such as sex, race, ethnicity, language, religion or belief, political or any other opinion, disability, age or sexual orientation contravenes such constitutional imperatives. Pivotal to the transformation of the Public Service is the principle of non-discrimination and upholding the value that discrimination on any unfair grounds should be eliminated. While this is the case, it should be remembered that a core principle adopted by government in the promotion of the interests of, and access to opportunities, by women, people with disabilities and blacks, is constituted as "fair discrimination". The basic notion which belies this thinking is the pressing need to "level the playing fields" and fast track the achievement of both *de jure* and *de facto* equality. The Public Service upholds, promotes and disseminates the values and practices underlying the fight against discrimination, including through the use of awareness-raising campaigns and diversity management interventions. Equality and the right to non-discrimination warrant the creation of an environment within which individuals are protected against unreasonable or unacceptable differential treatment.

e) **Healthy integration and embracing change:** In order to successfully facilitate a healthy integration among employees, the organizational culture needs to be built on honest feedback and should be supported by a system where change is embraced at all levels. Such an approach needs to be supported by means of open and transparent performance and feedback within the context of non-discrimination. Cultural phenomena and traditional value systems, including issues such as race, language, ethnicity and religion, need to be addressed in order to achieve progressive integration that is free of prejudice. Culture change therefore requires a paradigm shift. If the organizational ethos, culture, beliefs and values do not incorporate flexibility and innovation, then it is critical to ensure that it strives to become flexible and innovative in
order to survive the challenges of an ever-evolving workplace and competitive global markets. In a highly evolving Public Service, the manner in which organizations are able to adopt change, and adapt to it effectively, will impact on their ability to become high performing learning organizations.

f) **Building Government capacity:** An effective and efficient Public Service is central to South Africa as a developing State, and therefore the issue of development is always core to its agenda. These developmental imperatives are pressing and demand urgent redress, particularly for those issues that impact directly on the lives and welfare of people. It is therefore always a "call to action" in and for the Public Service. This context therefore merits comprehensive and multi-sectoral approaches and responses that combine both the capacity and unique strengths of all sectors of the Public Service. Any agenda for diversity management in the Public Service must, therefore, always take cognizance of the developmental agenda of the State and must be responsive to the capacity development needs of the State in terms of advancing growth and development.

g) **Addressing diversity of needs:** A thorough understanding of the ways in which environmental pressures impact on organizational life is essential to the effective management of diversity. In order to improve the organization’s overall effectiveness, it is essential to recognize and acknowledge the different needs of all employees.

h) **Human dignity, autonomy, development and empowerment:** The implication of human dignity is that every employee should be acknowledged as an inherently valuable member of the Public Service who brings a unique contribution to the workplace. There is a need to provide space for mutual respect and esteem in order for every individual to be empowered and for them to grow within the organisation.

i) **Barrier-free Public Service:** There is a need to maintain an inclusive, barrier-free work environment that is accessible to all. Respect for an individual’s right to privacy and confidentiality should be maintained at all times. The Public Service is mindful of these factors in terms of the planning and design of work-related events so that events and opportunities are accessible to all employees. Professional barriers (e.g. lack of advancement, mentoring, and training opportunities) and psychological barriers (e.g. issues related to balancing family/work expectations and sexual discrimination/
harassment) that affect the progress and well-being of individuals in the workplace need to be eliminated. The removal of these barriers will, ultimately, result in departments improving their service delivery levels.

j) Collaborative Partnerships: The need for partnerships between the Public Service and organisations like Disabled People’s Organisation of South Africa, the National Gender Machinery and other Non-Governmental Organisations is becoming increasingly important as needs, trends, and issues are identified. The essential elements that are associated with successful collaborative partnerships are those of networking and visioning. The establishment and sustainability of these collaborative partnerships should ideally be built on mutual strengths and help create innovative services and processes for the Public Service and communities.

2.6 CRITICAL FOUR PILLARS OF ACTION

This component of the strategy comprises a set of key pillars to be undertaken in implementing the Strategic Framework. They can essentially be described as the strategic pillars of the Strategic Framework and therefore forms the core or kernel of the strategy. It embodies 4 pillars or strategic initiatives and a number of actions for implementation. The four strategic pillars are:

2.6.1 AN ENABLING ENVIRONMENT

Creating an enabling environment that is conducive for promoting women’s empowerment and gender equality. Figure 3 provides a schematic representation of this functional pillar with its activities, including the transversal process pillars or initiatives.

2.6.2 EQUITY

Ensuring the achievement of equity in the Public Service through the equalization of opportunities and treatment. Figure 3 provides a schematic representation of this functional pillar with its activities, including the transversal process pillars or initiatives.
2.6.3 MAINSTREAMING GENDER

Mainstreaming gender issues into all policies, projects, programmes and day to day work of government. Figure 3 provides a schematic representation of this functional pillar with its activities, including the transversal process pillars or initiatives.

2.6.4 BARRIER-FREE WORKPLACE

Creating a barrier-free workplace to ensure that women are provided with equal chances for empowerment and develop both as employees of the State and as clients or users of government’s services through the removal of physical, attitudinal, social, economic and psychological barriers. Figure 3 provides a schematic representation of this functional pillar with its activities, including the transversal process pillars or initiatives.
VISION FOR GENDER EQUALITY

A transformed Public Service that is free of discrimination, inequalities and barriers to self reliance

CREATING A NON-SEXIST, NON-RACIST AND INCLUSIVE PUBLIC SERVICE

ECONOMIC DEVELOPMENT
- Global Agreements & Economic Empowerment
- ASGISA, JIPSA, EPWP, PGDPs and IDPs
- Focus on girl child - economic and educational
- Economic Empowerment programmes and employment - creation
- Partnerships and empowerment
- Responsiveness to MDGs and other Global Agreements
- Review existing programmes for poverty alleviation of women
- Stakeholder partnership development
- Awareness and sensitivity and communication strategy

GOVERNANCE & INSTITUTIONAL DEVELOPMENT
- Establish GMS and Institutional Mechanisms
- Affirmative Action and Special Measures
- Institutionalize 8-Principle HCD's Action Plan
- Representativity of women at all levels of SMS (numeric Targets)
- Organizational gender policy and sector mainstreaming strategy
- M&E, Reporting, Gender Audits, Disaggregated Statistics Gender analysis
- Integration of gender in strategic planning, MTEF, Cluster and Sector Plans
- Organisational Climate Surveys
- Sexual Harassment
- Organisational culture and workplace attitudes

ORGANIZATIONAL SUPPORT
- Adequate resources (financial and human capital)
- Workplace conducive for women with disabilities
- Conductive Organizational culture to strengthen gender sensitive attitudes and mind-shifts
- Programmes to support upward mobility for women in management
- Integration of gender in policies and projects
- Training on gender sensitivity
- Organisational culture and workplace attitudes

CAPACITY BUILDING
- Knowledge of policies and strategic frameworks
- Bursaries, traineeships, learnerships, mentoring, coaching & Skills develop.
- Leadership Pipeline and leadership Development Management
- Building capacity of GPs
- Training on gender mainstreaming for all Public Service officials
- Programmes on diversity management

4 CRITICAL FUNCTIONAL PILLARS OF ACTION FOR PROMOTING GENDER EQUALITY

ENABLING ENVIRONMENT
- Needs of the people
- Developing support mechanisms for women with disabilities
- Representation of targeted groups
- Equality and non-discrimination
- Healthy integration and change
- Building Government Capacity
- Addressing diversity of needs
- Human dignity, autonomy, development and empowerment
- Barrier free Public Service
- Collaborative partnerships

EQUITY (EQUALITY OF OPPORTUNITIES)

MAINSTREAMING OF GENDER EQUALITY

BARRIER FREE WORKPLACE

10 CORE PRINCIPLES UNDERPINNING DIVERSITY MANAGEMENT IN THE PUBLIC SERVICE

LEGISLATIVE FRAMEWORK AS A NORMATIVE FOUNDATION

Figure 3: A Conceptual Framework for Gender Equality in the Public Service
2.7 PROCESS PILLARS TO ENSURE IMPLEMENTATION

The process (operational) pillars of the Strategic Framework for promoting gender equality cut across all functional pillars. It is the basis on which the implementation of the strategic framework is premised. These four key initiatives are the defining pillars on which the Public Service Human Resource Development Strategy and to which the Framework had been linked. They serve as the underlying basis on which the emancipation, empowerment, development and advancement of women, including women with disabilities must be founded. Each of the four key initiatives is briefly described below:

2.7.1 CAPACITY DEVELOPMENT INITIATIVES

Capacity development initiatives are represented in those activities which add value in strengthening our ability to build human capital. Human capital must be built efficiently and effectively, with the infrastructure put in place to promote ease of access. These capacity development initiatives are implementable in order to promote gender equality.

2.7.2 ORGANISATIONAL SUPPORT INITIATIVES

The success of the Strategy for Promoting Gender Equality in the Public Service depends on the extent to which pertinent organizational support structures and systems in place are properly utilised. The strategy cannot function effectively without proper structures and processes for allocating and managing assigned responsibilities and resources, and without proper operational systems for promoting effectiveness and efficiency. This organisational support is essential to the success of this strategy. These organisational support measures and strategic activities are implementable in order to promote gender equality.

2.7.3 GOVERNANCE AND INSTITUTIONAL DEVELOPMENT INITIATIVES

Governance and Institutional Development Initiatives refer to the manner in which the strategy will be promoted, governed and supported in the Public Service. Governance here refers to the manner in which strategic leadership will be provided in order to ensure successful implementation of the Strategic Framework. It also entails the interventions that will be made to track progress, promote quality and integrity and impact assessment. Such a critical Strategy cannot be successful without proper oversight, governance and policy guidance. Interventions need to be developed so that the strategy will be “driven” through good
leadership at all levels. Good governance is included as one aspect in the strategy because of its capacity to lead the field in the right direction. It is also included because of its importance in providing support and giving strength in areas of weakness; and because of its relevance in filling the gaps which constrain performance in the implementation of the strategy. These governance and institutional development measures and strategic activities are implementable in order to promote gender equality.

2.7.4 ECONOMIC GROWTH AND DEVELOPMENT INITIATIVES

In its overall agenda Government seeks to build an economically vibrant state and simultaneously address the many challenges which affect the welfare of its people, in particular, designated groups. These include: poverty and its consequences; unemployment (especially among rural women and women with disabilities); lack of housing; the impact of HIV and AIDS on individuals, households, communities and the society at large; crime and corruption. Many Government programmes and initiatives are undertaken in skills development in response to driving the development agenda forward, to increase employability and, in turn, increase the chances of economic growth to the country. Government also fosters and forges effective partnerships which the aim of empowering such organizations and providing them with information on services and opportunities that are available. This is critical in the development and advancement of women and gender issues. These economic growth and development measures and strategic activities are implementable in order to promote gender equality.

2.8 BUILDING BLOCKS OF THE FOUR PILLARS

There are specific areas of focus that have been identified within the strategic approach to promoting gender equality in the Public Service. These focus areas form the key components of the Strategy and are set in a framework that gives them meaning, relevance and strategic focus. The conceptual approach to gender equality is represented by Figure 3, the purpose of which is to provide a graphic representation of the Strategy as a whole.

Figure 3 highlights the key elements, initiatives and priorities of the Gender Equality Strategy for the Public Service. The representation again utilises the form of a “Parthenon House” with four pillars, where each pillar is one functional area in the overall process of achieving gender equality. A transverse pillar of key government initiatives cuts across all four pillars. In effect it represents a holistic approach to empowering and advancing women in the Public Service.
SECTION 3: STRATEGIC APPROACH TO MAINSTREAMING GENDER EQUALITY

Cutting transversally across the four functional pillars are the four process pillars which drive implementation of the Gender Equality Strategic Framework. These implementation initiatives are substantive programme interventions that are intended to provide the institutional, human and economic resource foundation for the achievement of gender equality. The initiatives are as follows:

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

3.1 CAPACITY DEVELOPMENT INITIATIVES

Capacity development initiatives are represented in those activities which add value in strengthening Government’s ability to build human capital. Human capital must be built efficiently and effectively, with the infrastructure put in place to promote ease of access. Strengthening capacity in women, including women with disabilities and young women in order to render them employable, skilled and able to take up positions in decision-making levels effectively, is one of the core objectives of this strategy. Capacity development should be seen in its variety of forms so that the right set of training options or responses to challenges can be explored in response to the unique circumstances of each setting. Figure 4 provides a framework for the capacity development initiatives that seen as critical in promoting women's empowerment and gender equality. The rationale and intended outcomes of each element are outlined in Table 3. Following this is the table outlining the content structure of the capacity development initiatives that government departments should undertake in promoting women’s empowerment and gender equality.

The Constitution and a progressive legal framework clearly articulate the imperatives for women’s advancement and gender equality. All Officials in the Public Service must be able to translate and relate these imperatives into their work. It is therefore critical to create knowledge of these imperatives at the line function level among officials who have to integrate
gender issues in their day to day work. As such it cannot be taken for granted that by virtue of the possession of such legislation all officials are clearly aware of their gender implications.

In addition, South Africa is signatory to several global agreements on women’s empowerment and gender equality. The country is therefore obligated to report at different points to global organisations such as the United Nations (UN), Commonwealth, South African Development Community (SADC), and the African Union (AU). Departments are expected to align their work with these instruments, and to provide progress reports to the Presidency which is the Government department responsible for reporting globally.

In order to ensure that mainstreaming occurs, and that officials are able to execute their obligations in meeting national and global obligations in advancing gender equality, it is essential to develop capacity among officials to be able to translate the imperatives contained in the Constitution, legislation and global agreements such as Millennium Development Goals (MDGs), Beijing Platform for Action (BPA) and the Convention on the Elimination of Discrimination against Women (CEDAW) into implementable activities.

Measures must be put in place to raise awareness on the various global agreements, the imperative on gender equality in the Constitution, and those in related legislative frameworks. Efforts to align with global agreements as they relate to sector/cluster work must be undertaken and to be driven by the GFPs within the sector/cluster. There are several policies which clearly articulate the imperatives for women’s advancement and gender equality. All public servants must be able to translate and relate these imperatives into their work. It is therefore critical to create knowledge of these imperatives at the line function level among officials who have to integrate gender issues in their day to day work. As such it cannot be taken for granted that by virtue of the possession of such policies all officials are clearly aware of their gender implications. Such policies include the National Policy Framework for Women’s Empowerment and Gender Equality, the Draft National Plan of Action for Women’s Empowerment and Gender Equality (2005 – 2015), the Gender Equality Strategic Framework for Public Service, the White Paper on Integrated National Disability Strategy as well as the Public Service Human Resource Development (HRD) Strategy. In order to ensure that mainstreaming occurs, and that officials are able to execute their obligations in meeting national obligations in advancing gender equality, it is essential to develop capacity among officials to be able to design standard operating procedures to implement these documents.
There are ongoing efforts to build leadership within the Public Service to ensure that officials are able to discharge their responsibilities effectively and efficiently so that they contribute constructively to growth, reconstruction and development. Critically important within this process are efforts being made to raise the skills levels within the Public Service. A leadership pipeline, starting with junior management service through to middle management and up to senior and executive management, is critical for the upward mobility of women. This would form a strong nexus with competency and performance related development activities. In this context supply then becomes less a matter of chance and more the result of applying a set of well engineered structures, programmes and arrangements that will ensure the constant and continual availability of strong leadership capacity in the Public Service.
Figure 4: Strategic Framework for Capacity Development Initiatives for Gender Equality
### Areas of Focus for Capacity Development for Gender Equality

<table>
<thead>
<tr>
<th>Areas of Focus for Capacity Development</th>
<th>Summary of Rationale</th>
<th>Intended Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge of gender-related legal frameworks &amp; Mandates (National &amp; Global)</td>
<td>The rationale for capacity development for gender equality is the need for a multifaceted approach. Building capacity in women, including women with disabilities and young women in order to render them employable, skilled and able to take up positions in decision-making levels effectively, is one of the core objectives of this strategy. It is also critical to create knowledge of gender imperatives at the line function level among officials who have to integrate gender issues in their day to day work. Equally critical is the need to build leadership within the Public Service to ensure that officials are able to discharge their responsibilities effectively and efficiently towards growth, reconstruction and development with an overarching gender perspective.</td>
<td>To develop capacity among officials to translate Constitution, legislation and global agreements such as MDGs, BPA and CEDAW into implementable gender-related activities.</td>
</tr>
<tr>
<td>Knowledge of gender-related policies &amp; strategic frameworks</td>
<td></td>
<td>To develop capacity among officials to translate National Gender Policy, Public Service Strategic Framework and other relevant frameworks into implementable actions.</td>
</tr>
<tr>
<td>Leadership pipeline and leadership development management for women</td>
<td></td>
<td>Pathway for upward mobility of women into senior management positions. Fast tracking of gender parity in key decision-making levels.</td>
</tr>
<tr>
<td>Bursaries, traineeships, learnerships, mentoring, coaching and skills development for women</td>
<td></td>
<td>Opportunities through different measures for building skills and capacity in women for different levels in the Public Service.</td>
</tr>
<tr>
<td>Training on gender mainstreaming for all officials</td>
<td></td>
<td>Create capacity to mainstream gender issues into all programmes and projects.</td>
</tr>
<tr>
<td>Building capacity of all GFPs</td>
<td></td>
<td>Capacitate GFPs to be able to drive and oversee the mainstreaming of gender in organization.</td>
</tr>
<tr>
<td>Programmes on diversity management</td>
<td></td>
<td>Eradicate all barriers to access for women into and across all employment levels.</td>
</tr>
<tr>
<td>Training on gender sensitivity</td>
<td></td>
<td>Creating an environment that is conducive for gender equality.</td>
</tr>
</tbody>
</table>

*Table 3: Prioritized Focus Areas for Capacity Development for Gender Equality*

### 3.2 Organisational Support Initiatives

The success of this strategy for the Public Service depends on the extent to which pertinent organisational support structures and systems that are in place are properly utilised. The strategy cannot function effectively without proper structures and processes for allocating and managing assigned responsibilities, and without proper operational systems for promoting effectiveness and efficiency. This organisational support is essential to the success of this strategy. Figure 5 provides a framework for the organisational support initiatives that are critical in promoting gender equality. The rationale and intended outcomes of each element are outlined in Table 4.
<table>
<thead>
<tr>
<th>Areas of Focus for Organisational Support</th>
<th>Summary of Rationale</th>
<th>Intended Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conducive organizational culture, gender sensitive attitudes &amp; mind-shifts</td>
<td>The strategy requires appropriate and effective structures and processes for allocating and managing assigned responsibilities. The strategy takes as its premise the understanding that appropriate and efficient operational systems will promote effectiveness and efficiency in achieving the goal of gender equality.</td>
<td>Creating a climate of appropriate attitudes and sensitivities for women's advancement and gender equality in the workplace.</td>
</tr>
<tr>
<td>Adequate resources (human capital and financial)</td>
<td></td>
<td>MTEF and other planning to provide adequate financial and human resources for the achievement of gender equality in the organization. Gender budgeting to occur.</td>
</tr>
<tr>
<td>Programmes for upward mobility of women into management</td>
<td></td>
<td>Achievement of women representativity in decision-making, especially 50% in SMS.</td>
</tr>
<tr>
<td>Workplace conducive for women with disabilities</td>
<td></td>
<td>Accessibility into employment and upward mobility especially increasing representation in SMS levels through reasonable accommodation in the workplace and gender-linked skills development, bursaries and other measures.</td>
</tr>
<tr>
<td>Integration of gender issues into all policies and projects</td>
<td></td>
<td>To ensure that gender issues are taken into consideration in all work of the department to ensure a better life for women.</td>
</tr>
<tr>
<td>Integration of gender in strategic plans, MTEF, cluster and sector plans</td>
<td></td>
<td>Provision of adequate resources for driving the gender agenda in departments.</td>
</tr>
<tr>
<td>Organizational culture and workplace attitudes conducive to achieving gender equality</td>
<td></td>
<td>Addressing issues that obstruct or hinder women's advancement in the workplace.</td>
</tr>
<tr>
<td>Focus on Sexual Harassment, workplace Gender-Based Violence, work-life balance, provision of child care facilities</td>
<td></td>
<td>Promoting the human rights and human dignity of women employees. Also creating a workplace that promotes effective participation of women in all activities of the workplace, including opportunities for upward mobility.</td>
</tr>
</tbody>
</table>

Table 4: Prioritized Focus Areas for Organizational Support for Gender Equality
Figure 5: Strategic Framework for Organisational Support Initiatives for Gender Equality
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

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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
### AREAS OF FOCUS FOR ECONOMIC GROWTH AND DEVELOPMENT

<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.</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.

Mainstreaming Paragraphs in the Beijing Platform for Action
para. 79 education
para. 105 health
para. 123 violence
para. 141 conflict
para. 164 economic activity
para. 189 power and decision-making
para. 202 institutional mechanisms for women’s advancement
para. 229 human rights
para. 238 media
para. 252 management of natural resources and the environment
para. 273 children and youth

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:

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

*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>Work place 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>
</tbody>
</table>

Non-discriminatory recruitment
<table>
<thead>
<tr>
<th>Micro-indicators</th>
<th>Short Term</th>
<th>Medium Term</th>
<th>Long Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Information freely available to women in all official languages</td>
<td>• A culture of accessibility for women, both to information and to the built-environment, cultivated in the Public Service.</td>
<td>• A barrier-free Public Service that attracts women and is accessible to, and accommodative of them.</td>
<td>• A cadre of capacitated and skilled women created through learnerships and other development measures.</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 fulfill 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><strong>1. Strategic Objective</strong></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><strong>2. Sub-objective</strong></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</td>
</tr>
</tbody>
</table>
undertaken. The sub-objectives are analysed and presented to ensure that the practical implications of each is clear.

<table>
<thead>
<tr>
<th>3. Success Indicators</th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Rationale and Strategic Focus</td>
<td>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.</td>
</tr>
<tr>
<td>5. Approach</td>
<td>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.</td>
</tr>
<tr>
<td>6. Activities</td>
<td>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.</td>
</tr>
</tbody>
</table>

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 (nationally 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.

<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 |

#### Activities for Sub-Objective 1.2
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 GFPs 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. |

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

<table>
<thead>
<tr>
<th>Sub-Objective 1.4</th>
<th>Success Indicators</th>
</tr>
</thead>
</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. |
<table>
<thead>
<tr>
<th>Sub-Objective 1.4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Appropriate capacity development policies are developed that address specific capacity gaps in the area of women’s empowerment and gender equality</td>
</tr>
<tr>
<td>2. A departmental HRD Strategy is developed that addresses gender equality priorities</td>
</tr>
<tr>
<td>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</td>
</tr>
<tr>
<td>4. Mentoring, coaching and support programmes for women in management are given prominence within the capacity development policy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub-Objective 1.5</th>
<th>Success Indicators</th>
</tr>
</thead>
</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. |

<table>
<thead>
<tr>
<th>Activities for Sub-Objective 1.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Gender mainstreaming training courses run for SMS officials</td>
</tr>
<tr>
<td>2. A systematic strategy is developed to ensure that department programmes, projects and daily work schedules are assessed for their gender responsiveness</td>
</tr>
<tr>
<td>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</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Sub-Objective 1.6</th>
<th>Success Indicators</th>
</tr>
</thead>
</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.

**Activities for Sub-Objective 1.6**

1. Appoint dedicated GFPS who have the appropriate knowledge and technical skills within the area of gender

2. Capacity development policies are designed to empower GFPS with the necessary skills to work collaboratively and effectively with senior management

3. Internal gender audits are carried out to analyse all areas of departmental work

<table>
<thead>
<tr>
<th>Sub-Objective 1.7</th>
<th>Success Indicators</th>
</tr>
</thead>
</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. |

**Activities for Sub-Objective 1.7**

1. Diversity training and related gender-related capacity development support activities are conducted with staff

2. Diversity programmes are designed in such a way that they address workplace barriers for women and outline constructive gender-aware solutions

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
<table>
<thead>
<tr>
<th>Sub-Objective 1.8</th>
<th>Success Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>• All employees are sensitive to gender issues and the diversity of needs</td>
</tr>
<tr>
<td></td>
<td>• Women’s upward mobility in the workplace is not regarded negatively</td>
</tr>
<tr>
<td></td>
<td>• Women are supportive of each other and efficient and effective managers</td>
</tr>
<tr>
<td></td>
<td>• Women’s forums established in the workplace</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities for Sub-Objective 1.8</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Design and implement capacity development training in such a way that it emphasizes gender awareness and diversity issues</td>
</tr>
<tr>
<td>2. Design and implement capacity development training in such a way that it addresses negative stereotypes about women in the workplace</td>
</tr>
<tr>
<td>3. Establish women’s forums in the workplace to strengthen gender awareness</td>
</tr>
</tbody>
</table>
### Strategic Objective 2:

**To Adopt a Wide Set of Options for Organizational Support in Order to Promote Women’s Empowerment and Gender Equality**

#### Sub-Objective 2.1

<table>
<thead>
<tr>
<th>Success Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>• An enabling climate of appropriate attitudes and sensitivities that are accommodative of women is created</td>
</tr>
<tr>
<td>• Increased number of women in senior management with decision-making authority</td>
</tr>
</tbody>
</table>

#### 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

#### Sub-Objective 2.2

<table>
<thead>
<tr>
<th>Success Indicators</th>
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</thead>
<tbody>
<tr>
<td>• Considerations of accessibility for women are prioritized in all MTEF and other planning.</td>
</tr>
<tr>
<td>• All budgets reflect appropriate gender mainstreaming processes, with a focus on the prioritization of women with disabilities</td>
</tr>
<tr>
<td>• Procurement processes and resources are responsiveness to disability, and in particular women with disabilities</td>
</tr>
</tbody>
</table>

#### 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
<table>
<thead>
<tr>
<th>Sub-Objective 2.3</th>
<th>Success Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.3 Programmes for upward mobility of women into management</strong></td>
<td>• Achievement of women representivity in decision making, especially 50% in SMS</td>
</tr>
<tr>
<td></td>
<td>• 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

<table>
<thead>
<tr>
<th>Sub-Objective 2.4</th>
<th>Success Indicators</th>
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</thead>
<tbody>
<tr>
<td><strong>2.4 Workplace conducive for women with disabilities</strong></td>
<td>• Accessibility into employment and upward mobility for women with disabilities</td>
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<tr>
<td></td>
<td>• Increasing representation of women in SMS levels through reasonable accommodation in the workplace and gender-linked skills development, bursaries and other measures</td>
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<tr>
<td></td>
<td>• Policies in place that reflect issues of reasonable accommodation and universal design</td>
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</tbody>
</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
<table>
<thead>
<tr>
<th>Sub-Objective 2.5</th>
<th>Success Indicators</th>
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</table>
| 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.

<table>
<thead>
<tr>
<th>Sub-Objective 2.6</th>
<th>Success Indicators</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.

<table>
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<tr>
<th>Sub-Objective 2.7</th>
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</thead>
</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**
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.

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.

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.

4. Performance agreements and performance assessments for GFPs and SMS are reviewed, and KPAs in areas of diversity management, gender awareness, and strengthening of positive workplace attitudes are included.

<table>
<thead>
<tr>
<th>Sub-Objective 2.8</th>
<th>Success Indicators</th>
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<tbody>
<tr>
<td>2.8 Focus on sexual harassment, workplace gender-based violence, work-life balance, provision of child care facilities</td>
<td>• 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</td>
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</tbody>
</table>

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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</table>
| 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 GFPs 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

<table>
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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
<table>
<thead>
<tr>
<th>Sub-Objective 3.3</th>
<th>Success Indicators</th>
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</table>
| 3.3 50% representation of women at all levels of SMS | • 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

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<thead>
<tr>
<th>Sub-Objective 3.4</th>
<th>Success Indicators</th>
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</table>
| 3.4 Affirmative Action, special measures And Women Managers’ Forum | • 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

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<thead>
<tr>
<th>Sub-Objective 3.5</th>
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</table>
| 3.5 M&E, reporting, gender audits, disaggregated data, gender analysis | • 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

### Sub-Objective 3.6  

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<th>Sub-Objective 3.6</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

### Sub-Objective 3.7  

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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 |

### 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
<table>
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<tr>
<th>Sub-Objective 3.8</th>
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</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 |

**Activities for Sub-Objective 3.8**

1. Efficient gender networks are set up at national, provincial and local levels to monitor implementation and hold public officials accountable for delivery
2. Departments develop advocacy strategies to address issues related to women’s empowerment and gender equality
3. Departments develop communication strategies to disseminate information on processes related to women’s empowerment and gender equality
<table>
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<tr>
<th>Strategic Objective 4:</th>
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<tbody>
<tr>
<td><strong>TO ADOPT A WIDE SET OF OPTIONS FOR ECONOMIC GROWTH AND DEVELOPMENT IN ORDER TO PROMOTE WOMEN’S EMPOWERMENT AND GENDER EQUALITY</strong></td>
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### 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.

### 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.
<table>
<thead>
<tr>
<th>Strategic Objective 4: To adopt a wide set of options for economic growth and development to promote women's empowerment and gender equality</th>
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<tbody>
<tr>
<td><strong>Sub-Objective 4.3</strong></td>
</tr>
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</table>
| 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 |
| **Sub-Objective 4.4** | **Success Indicators** |
| 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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<th>Sub-Objective 4.5</th>
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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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<th>Sub-Objective 4.6</th>
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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>
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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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<tr>
<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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<tr>
<th>Sub-Objective 4.8</th>
<th>Success Indicators</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*