



**FINAL REPORT  
DIAGNOSTIC STUDY ON THE  
GENDER-RESPONSIVENESS OF THE NATIONAL  
EVALUATION SYSTEM**

**SOUTH AFRICA  
TWEENDE MBELE**

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**March 2018**



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**the South African National Evaluation System**

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## Contents

<b>1</b>	<b>Introduction .....</b>	<b>0</b>
<b>2</b>	<b>Approach: Methodology and scope .....</b>	<b>1</b>
<b>3</b>	<b>Findings .....</b>	<b>0</b>
3.1	Gender-responsiveness in the Government-Wide M&E system .....	0
3.2	Gender sensitivities in the indicators for the 14 outcomes of the Medium Term Strategic Framework. ....	13
3.3	Gender in the National Evaluation System .....	18
3.4	Three case studies .....	20
3.5	Highlights from the diagnostic tool in the GWM&E.....	29
3.6	Over-arching key themes.....	29
<b>4</b>	<b>Summary of recommendations.....</b>	<b>33</b>
<b>5</b>	<b>Conclusions.....</b>	<b>37</b>
	<b>Annex 1: List of documents reviewed .....</b>	<b>38</b>
	<b>Annex 2: List of people consulted .....</b>	<b>40</b>
	<b>Annex 3: Gender diagnostic matrix: Review by Singizi.....</b>	<b>41</b>
	<b>Annex 4: The full MTSF indicator framework – gendered and genderable indicators.....</b>	<b>54</b>

# 1 Introduction

Twende Mbele (TM) has commissioned Singizi to assess the extent to which the South African Government-Wide M&E System (GWM&E), National Evaluation System (NES) and related government-wide monitoring systems are adequately designed to respond to gender. This is in support of a previous, broader report by AGDEN Consulting (AGDEN 2016), attempting to map the gender-responsiveness of those elements.

Phase 2 of Twende Mbele starts in March 2018, offering an opportunity to finance the piloting of select strategic interventions to improve capacity and systems around gender. This report is therefore intended to provide insights from key stakeholders into options for potential investments by Twende Mbele into South African GWM&E.

This assessment aims to describe the level of gender-responsiveness in key policies and processes, as well as understand the extent to which there is gender disaggregation in the data that is collected to monitor and evaluate progress through the 14 Outcomes of the Medium Term Strategic Framework (MTSF), and, in a number of cases, these relate to the Annual Performance Planning (APP) processes. It is intended that this will also aid the identification of opportunities within existing processes within GWM&E to mainstream gender.

The specific objectives were:

- 1) Review the extent to which the GWM&E system is being implemented in a manner that is gender responsive.
- 2) Examine the data being collected against the indicators within the 14 outcomes of the Medium Term Strategic Framework and conduct an analysis of the extent to which these are gender responsive and disaggregated in terms of gender.
- 3) Offer insights on gender in the National Evaluation System.
- 4) Provide three case studies which present some of the ways in which these sectors include gender in planning, accountability and M&E, including relevant indicators and data sources outside of the MTSF.
- 5) Connect with Department of Women liaison, as well as other key role players, to establish gaps in gender in GWM&E and opportunities to enhance gender-responsiveness and disaggregation, with particular reference to engagement in the workshop.

The report is structured to reflect these objectives.

## **2 Approach: Methodology and scope**

Gender-responsiveness of GWM&E was assessed through scanning documents and reviewing indicators and policies for their gender-responsiveness.

The following documents were seen as seminal to the discussion and were reviewed for gender-responsiveness:

- Policy Framework for the GWM&E system
- DPME Guideline No 3.1.5 - Functions of M and E Components in National Departments-1
- Framework for Managing Programme Performance Information
- Framework for Strategic Plans and Annual Performance Plans
- National Evaluation Policy Framework 2011 2025
- DPME Evaluation Guideline No 2.2.1, How to develop Terms of Reference for Evaluation Projects, 29 June 2012 and updated 20 December, 2016
- SASQAF Operational Guidelines

Other documents were mentioned by interview respondents and were also integrated into this review (Annex 1). These interviews and additional documents are highlighted below:

The National Development Plan is operationalised through the **Medium-Term Strategic Framework** (MTSF) comprising 14 thematic, multisectoral outcome areas, each with an indicator framework agreed in detail by relevant leadership, and approved by cabinet. The MTSF is therefore a key resource for GWM&E at the highest level. The assessment scrutinised over 1000 indicators under the 14 outcomes in the MTSF, to consider the extent to which indicators were gender disaggregated or gender-relevant, and to highlight those that could be gendered (Annex 4). Department of Planning, Monitoring and Evaluation (DPME) Outcome Managers also commented on the extent to which reporting for each of these indicators is gender sensitive, even where this is not explicit in the MTSF.

Interviews with senior members of DPME, particularly related to Outcome 14 (Nation Building), which holds greatest responsibility for gender mainstreaming under the MTSFs (Annex 2).

We have undertaken three deep dives where we have looked at Education, Economy and Skills in more depth (Section 8), including interviews with Outcome Facilitators within DPME on gender in practice and potential in their respective outcomes, and a more detailed analysis of their respective MTSF indicators.

Further, we have reviewed the extent to which gender is addressed in the National Evaluation System through a review of the NES Guidelines, the Genesis report on the Evaluation of the National Evaluation System (Genesis, 2017), and input from the Deputy Director General: Head of Evaluation and Research, where we were able to probe these issues further.

In addition interviews were undertaken with additional members of DPME who are responsible for the review of the APPs as well as individuals responsible for evaluation with a particular focus on gender.

The AGDEN Report (AGDEN, 2016) has been used to provide a context for the review and relevant findings on themes arising in this assessment.

In addition a workshop was convened where the initial findings of this review were presented (Annex 2). This workshop created the space for the Department of Women (DoW) to provide an input into the priorities for the department with respect to the questions related to this assignment and specifically ways to increase the gender-responsiveness of the GWM&E system. Other key role players such as the Commission for Gender Equality (CGE), DPSA, DPME as well as individuals from non-government organisations also attended the workshop. This provided us with additional input and surfaced additional documents such as the DPSA “A strategic framework for gender equality within the public service (2006 – 2015)”.



## 3 Findings

### 3.1 Gender-responsiveness in the Government-Wide M&E system

#### 3.1.1 Government-Wide Monitoring and Evaluation

The policy framework for the GWM&E system was published in 2007 (Genesis, 2017). The system was designed to provide an integrated framework of standards, principles and practices that can be used as a reference point for all government departments in all matters relating to monitoring and evaluation.

The Department of Performance Monitoring and Evaluation was established in 2010, as custodian and driving force behind the GWM&E system. In 2014 this department merged with the National Planning Commission Secretariat in The Presidency to form the Department of Planning, Monitoring and Evaluation (DPME).

The overarching GWM&E system aims to provide an integrated, encompassing framework of M&E principles, practices and standards to be used throughout Government, and function as an apex-level information system which draws from the component systems in the framework to deliver useful M&E products for its users (DPME, 2007, Page 5).

The GWM&E system draws on **three data terrains for M&E purposes** (National Treasury, 2007):

- Social, economic and demographic statistics (Registers and administrative data)
- Evaluations
- Programme performance information

These, amongst others, are discussed for their gender-responsiveness in this section of the report.

#### 3.1.2 Policies and guidelines for gender in GWM&E

##### 3.1.2.1 Policy Framework for the GWM&E system

Published by the Presidency in 2008, this is the overarching policy framework for GWM&E for “*all entities in the national, provincial and local spheres of government*”. It references supporting frameworks, including: DPME’s Medium-Term Strategic Frameworks (MTSF) (DPME, 2013a); the National Treasury’s Framework for Managing Programme Performance Information (FMPPPI) (National Treasury, 2007a); and Statistics South Africa’s South African Statistics Quality Assurance Framework (SASQAF) (Statistics

South Africa (2010b), which are discussed below. It also outlines relevant legislation and principles.

**Gender is not mentioned in any meaningful manner in the policy framework.** The need for competence in gender issues is mentioned as one of a wide range of preferred skills for M&E but does not state how this capacity is to be built? The policy also, states that Treasury is responsible for equity (along with efficiency, effectiveness and economy) and makes no further reference to equity.

#### 3.1.2.2 DPME Guidelines on the Functioning of M&E Units

The purpose of this guideline (DPME, 2012a) is “a generic guide on the functioning of M&E units in national government departments” and it relates to all three data terrains above. **Gender is not mentioned in this Guideline.**

#### Recommendation

All guidelines and policies should include a strong gender statement and, where relevant, substantial guidelines on gender in the context at hand. Documents should reflect on the implications of the policy for gender and gender programming and reporting.

#### 3.1.2.3 Gender in the National Development Plan

The National Development Plan (NDP) (National Planning Commission, 2012) was adopted in September 2012. **It addresses gender in a number of ways.**

It highlights the myriad of challenges facing women (these challenges are mentioned throughout the document) including with respect to access to employment, education, access to land and issues of gender based violence (and specific challenges in this regard such as communal toilets), etc. It therefore highlights the importance of addressing gender issues in order to realise the imperative of transforming society and proposes a number of key enabling milestones that should be met by 2030.

It further indicates that there is a need to “ensure that skilled, technical, professional and managerial posts better reflect the country’s racial, gender and disability makeup. It highlights responsibilities in this regard and states that in order to promote social equity, “the Commission on Gender Equality and the (then) Ministry for Women, Children and People with Disabilities should jointly set clear targets for the advancement of women’s rights and report on progress annually” (ibid, page 36). It also states that, “These must be realistic and should be accomplished through proper gender mainstreaming in departments” (ibid, page 470). The Plan then specifically proposes a number of measures to advance women’s equality (ibid, page 43).

#### 3.1.2.4 The Medium-Term Strategic Framework

The NDP has been translated into the Medium-Term Strategic Framework (MTSF), which has 14 thematic outcome areas, each with an indicator framework. These include:



- 1) Education
- 2) Health
- 3) Safety
- 4) Economy
- 5) Skills
- 6) Infrastructure
- 7) Rural development
- 8) Human settlements
- 9) Local government
- 10) Environment
- 11) International
- 12) Public service
- 13) Social protection
- 14) Nation Building

Whilst ***there are gender indicators in certain outcomes gender has not been found to be comprehensively included***. The MTSF is thoroughly analysed in the section on Indicators below, and in Annex 4.

DPME respondents explained that for the first five years of the NDP, and therefore the first MTSF (to 2019), the MTSF focuses on establishing systems for delivery and M&E of the NDP, building an enabling environment, establishing reporting mechanisms and institutionalising GWM&E in departments. This is largely established at this point, with routines having become well-established.

**Recommendation**

There is an opportunity in the next NDP and MTSF to reflect on the priorities and consider ways in which the transformation imperatives of equity groups could be more effectively addressed.

**3.1.2.5 Framework for Strategic Planning and Annual Performance Planning (FSAPP)**

The FSAPP (National Treasury, 2010) sets out a framework to align strategic and annual performance planning and places specific emphasis on the outcomes-oriented M&E approach that is led by DPME and The Presidency.

It highlights the need for each institution, *“to identify a set of programme performance indicators and targets in its Annual Performance Plan to track its on-going performance”* and continues to say that, *“these indicators should also reflect equity concerns”* (ibid,15 though repeated throughout the document).

**Recommendation**

DPME has responsibility for reviewing the APP’s against agreed upon criteria. Introducing a stronger gender lens could yield important changes in the system. DPME and DoW have progressed this idea already, and agree that including a gender frame into this review process would be valuable. This is seen as an important priority for implementation in the short-term.

### 3.1.2.6 South African Statistical Quality Assessment Framework Guidelines

Statistics South Africa (StatsSA) is custodian of the South African Statistical Quality Assessment Framework (SASQAF) (Stats SA, 2010), a core component of GWM&E. SASQAF sets common standards (e.g. concepts, definitions, classifications, methodologies and sampling frames) and through this it “*aims to promote quality maintenance within a decentralised system of statistics production. This would include extending the use of standardised definitions developed for internal use by Statistic South Africa to other M&E stakeholders*” (DPME, 2007, page 9).

It is noted that SASQAF highlights the importance of having standardised classification systems: one such classification system is that of the Standard International Trade Classification (SITC). It is indicated that many of these classification systems already include gender as an identifier to allow for the analysis of trends.

#### Recommendation

Respondents recommend that the different classification systems should be reviewed to ensure that gender is included as an identifier where it could assist to track trends where relevant.

### 3.1.2.7 Treasury Framework for Managing Programme Performance Information

The Framework for Managing Programme Performance Information (FMPPPI) (National Treasury, 2007a) is a key guiding document and aims to:

- Clarify definitions and standards for performance information in support of regular audits of such information where appropriate
- Improve integrated structures, systems and processes required to manage performance information
- Define roles and responsibilities for managing performance information
- Promote accountability and transparency by providing Parliament, provincial legislatures, municipal councils and the public with timely, accessible and accurate performance information.

***There is no explicit mention of gender in this framework.***

The framework ***does, however, strongly emphasise equity across demographic categories as a critical goal and impact level measure.*** It asks departments to include a range of different indicators in their reporting, including distribution indicators, which “*relate to the distribution of capacity to deliver services and are critical to assessing equity across geographical areas, urban-rural divides or demographic categories. Such information could be presented using geographic information systems.*”

In addition to economy efficiency, effectiveness, Treasury encourages departments to include **equity indicators** into performance management, which “*explore whether services are being provided impartially, fairly and equitably. Equity indicators reflect the extent to which an institution has achieved and been able to maintain an equitable supply*

of comparable outputs **across demographic groups**, regions, urban and rural areas, and so on. .... 'Who benefits from the outputs being delivered?' "

Treasuries at national and provincial level commit to using the information generated in the *use of resources to deliver services*, offering an entry point for the financing of gender equity through sector budgets.

**Recommendation**

The clear and strong endorsement of the importance of establishing demographic equity in the FMPPI, backed by the considerable authority of Treasury, creates a basis for encouraging monitoring and reporting as well as including gender-responsiveness into performance management.

**3.1.2.8 Public sector internal gender equity**

Several frameworks, policies and guidelines are intended to monitor internal public sector performance, delivery and compliance with human resource legislation.

A Strategic Framework for Gender Equality within the Public Service (2006-2015)

The Framework has as its goal the imperative of achieving women's empowerment and gender equality, including that of a new profile for the Public Service. It states that, "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" (DPSA, 2006, page 2).

The framework highlights that, "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" (ibid, page 16). Based on this, it highlights a number of sector wide (transversal) objectives for its gender mainstreaming approach. These could be reviewed to establish their applicability for the wider project of ensuring the gender-responsiveness of the GWM&E system. This includes, for example, the recommendation that there is a need for the "systematic use of gender analysis, sex-disaggregation of data, and, where appropriate, commissioning sector-specific gender studies and surveys." (ibid, page 17).

Specifically though, with respect to measures to address internal public sector employment equity, respondents observed that while Broad-Based Black Economic empowerment (BBBEE) has strongly influenced race in recruitment, it has been less successful in balancing for gender.

*"In theory, every Head of Department is supposed to sign off on a report against the GSEF. HODs are meant to sign off on it. ... Internal gender equity progress has been found to be wanting. Government does not comply*

*with the Employment Equity Act. Departments don't even submit plans and reports." (Workshop respondent)*

#### PMDS (Personnel Management and Development System)

The PMDS (DPSA, 2007) enables Heads of Departments to be held accountable, and is monitored by DPSA. Respondents suggested that DPSA be asked to more strongly ensure that employment equity extends to women. This would help to address the problem of inadequate influence by Gender Focal Persons.

#### Sexual harassment

Workshop participants raised the concern that gender-responsiveness and programming is invariably compromised in the public service with a reputation for sexual harassment impunity. Participants suggested that establishing an anonymous reporting system for sexual harassment, and taking action against perpetrators, would concretely engage with sexism in government culture.

#### The Management Performance Assessment Tool

The purpose of the Management Performance Assessment Tool (MPAT) is described as, *"a tool that benchmarks good management practice. The MPAT assesses the quality of management practices across a comprehensive range of management areas, from supply chain management to strategic planning. In each management area, performance is assessed against the management standards established by the relevant transversal departments (e.g. National Treasury for financial management; and the DPSA for human resource management and development)"* (DPME, 2012b).

One of the standards in the tool addresses the management of diversity, stating that there is an imperative for *departments to, "have management practices that support the management of diversity within the department."* This includes reference to the need for departments to submit their Gender Equality Strategic Framework (level 2) together with their Employment Equity Plan meeting targets for SMS (50% female) (level 3) and initiatives to address perceptions (level 4). This reinforces the standard that focuses on Human Resource Development Planning, which indicates that at level 3 departments must meet gender targets.

However, as with the concerns reflected above about gender equity within the public service, respondents felt that the diversity management standards in the MPAT are inadequate and need to be expanded to address the extent to which gender priorities are addressed internally in public sector employment. In particular there was a concern that the MPAT does not sufficiently review whether Departments have complied with the Strategic Framework for Gender Equality Within the Public Service, or with any other gender policy or requirement.

*"Another important space is the MPAT – it should be used to ensure the presence of women in the public service, and that skilled positions are also occupied by women." (DPME respondent)*

#### Recommendation

Gender performance indicators could be included in the standard set of management indicators in the PMDS. These performance indicators should include milestones for implementing transformation against a practical set of data in HoD performance measures. This could be supported by advertisements that include the line “Women (or relevant demographic) are encouraged to apply”, proactively driving improved public service equity, and should certainly include safe and effective measures to address sexual harassment .

Respondents recommend that MPAT should further strengthen compliance by monitoring the extent to which departments have realised the agreed upon equity targets (and where needed have put in place interventions to do this). Further, the MPAT should focus on whether departmental strategies are in line with broader gender imperatives, as set out in the NDP.

### 3.1.3 The institutions driving gender in GWM&E : Where does responsibility lie?

A selection of key state entities that have, or could have, responsibility and capability to oversee, drive or support gender in GWM&E are described here. This list is by no means comprehensive. All sections of government, at all levels, have responsibility to contribute to GWM&E. We highlight here those entities that are most strategically positioned to support enhanced gender-responsiveness in the system.

#### 3.1.3.1 National Gender Machinery

In 1997, a comprehensive institutional node, the National Gender Machinery (NGM) was formed, which includes structures at national level, the legislature and statutory bodies (AGDEN, 2016). Structures include: the Department of Women and Department of Public Service and Administration; and the parliamentary committee on women. In addition, statutory bodies such as the Commission for Gender Equality (CGE), the South African Human Rights Commission, Public Service Commission and the Financial and Fiscal Commission are represented in the NGM.

Interview respondents in this review pointed out how **thoroughly formed and carefully conceptualised all forms of equity were immediately post-1994, and that much of the work and intentions for gender are embedded in the constitution.**

#### Recommendation

Returning to the concepts and agreements of the late 1990’s provides legal and policy bases to support gender-responsiveness. Any failure in the system to respond to gender is due to inadequate supporting policies and guidelines, and lack of implementation of these original policy intentions. The policy precedent and constitutional imperative are, however, already well-established.

### 3.1.3.2 Commission for Gender Equality

The CGE is a Chapter 9 Institution, established in parallel with the NGM, in order to “promote respect for gender equality and the protection, development and attainment of gender equality as an independent constitutional body” (AGDEN, 2016).

A 2014 review of the CGE and the NGM (Sadie, 2011) recounted how the CGE has been strongly criticised, and although it has grown to become more effective over time, it continues to struggle with “three challenges: its relatively small budget, which is significantly less than other Chapter 9 institutions, which questions government’s commitment to gender equality; secondly, most Commissioners do not have any gender training; and lastly, the majority of Commissioners are political appointments, and reluctance to challenge the government.”

This would suggest that while the mandate and intention were in place in the constitution and under the NGM, oversight bodies and management of implementation have been weak, and under-prioritised.

### 3.1.3.3 Department of Women

Department of Women (DoW) is a co-leader in the Twende Mbele initiative to address the gender-responsiveness of GWM&E:

*“We see ourselves not just as a source of data or a key informant interview, but also as a partner and a co-leader of a project of this nature.” (DoW respondent)*

The mandate for gender mainstreaming lies with the DoW, which is located in the Presidency with a mandate “to champion the advancement of women’s socio-economic empowerment and the promotion of gender equality”<sup>1</sup>. At its founding, the Department was also responsible for the plight of marginalised and vulnerable groups. This has evolved, however, and in its current form “the Women’s Ministry will champion the achievement of women’s socio-economic empowerment and women’s rights.” The Department therefore provides focused attention on issues of socio-economic empowerment and gender equality:

*“DoW is responsible for policy, stakeholder management and knowledge management.” (DoW respondent)*

DoW is also the custodian of South Africa’s international reporting on and implementation of international gender conventions and agreements. A major instrument is the United Nations (UN) Women Country Programme, which contributes to the UN’s Strategic Cooperation Framework (SCF). Other conventions against which South Africa must report its progress in terms of women’s rights include (AGDEN, 2016):

- Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)

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<sup>1</sup> <http://www.women.gov.za>

- SADC Protocol on Gender and Development
- Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs)
- Beijing Platform for Action (BPFA)
- The Protocol to the African Charter on Human and People’s Rights on the Rights of Women
- The AU and SADC have gender protocols and which also provide leverage behind gender responsive monitoring and evaluation.

#### Positional influence of DoW

Respondents provided insights into the difficulties that DoW has sometimes had in exerting influence, and attracting budget and political will.

*“Like women in society, the DoW does not carry sufficient weight.” (DPME Respondent)*

There is a perception by sector departments that DoW is an autonomous and minor department, rather than one within the Presidency that carries the weight of the Presidency.

*“DoW is perceived as being on the side.” (DPME Respondent)*

This perception is seen to impact negatively on the influence that DoW is able to exert of departments:

*“The Minister for Women is in the Presidency, but the DG is not, and is not taken seriously. If the DG in the Presidency was the ultimate Accounting Officer, the DoW would have the backing it needs to push through its expectations.” (DPME Respondent)*

#### **Recommendations**

DoW should play a stronger role of ensuring that monitoring and evaluation practices respond to the gender imperatives. There should be institutional mechanisms put in place to link the work of DoW with that of DPME and other key transversal departments like the DPSA and the National Treasury – to ensure alignment and common approaches to implementation of gender policies across government.

Coordination by DoW should extend to data flow with Stats SA and DPME in particular, to ensure that the rich, gender-sensitive data sources in StatsSA and sector departments, are used optimally in planning, reporting and evaluation processes.

#### *3.1.3.4 Department of Planning Monitoring and Evaluation*

The DPME is responsible for working with government departments for oversight of GWM&E. This role includes translating the imperatives of the NDP into the Medium Term Strategic Framework (MTSF) (2014-2019), organised into 14 priority outcomes. Each of these outcomes intersects the various sectors and government departments that have a role in contributing towards its achievement. DPME employs Outcome Facilitators (Deputy Director General level) as oversight to steer the development of each of the



Outcomes and related plans as well as the M&E for each outcome, and Outcome Managers who play a number of roles including processing data from sector departments.

#### Socio-Economic Impact Assessment System

The other useful DPME instrument is the Socio-Economic Impact Assessment System (SEIAS) (DPME, 2017). This is a tool used by DPME “to review legislation in terms of equity, who benefits and who is compromised, how are risk mitigated, how is justice for all ensured”. (DPME respondent). A DPME respondent suggested that SEIAS helps to improve legislation in general, and could be used to ensure gender equity specifically.

#### **Recommendation**

Monitoring and evaluation policies should be reviewed to include gender imperatives, including the envisaged PM&E legislation. **The DPME Planning Bill should be reviewed to ensure that gender is addressed as part of the upcoming opportunities to comment on the Bill.**

#### 3.1.3.5 National Treasury

As discussed above, National Treasury is responsible for performance management as one of the three major pillars of GWM&E, through the FMPPI.

#### **Recommendation**

Ultimately, gender-responsive budgeting and planning support the project cycle, and are central to encouraging gender-responsiveness, provided the expectations are reasonable, affordable and achievable. Mainstreaming of gender into each step in the planning and budget approval cycle, with policy for gender accountability integrated into budget approval, would provide the necessary mechanism to support consistent and habitual gender-responsiveness.

#### 3.1.3.6 Statistics South Africa

Under GWM&E the mandate of Statistics South Africa (Stats SA) is informed, inter alia, by the Statistics Act (No. 6 of 1999), the 2002 January Cabinet Legkotla and the State of the Nation Addresses 2004 and 2005. Section 14.6 (a), (b) and (c) of the Statistics Act makes provision for the Statistician-General to advise an organ of state on the application of quality criteria and standards. Section 14. 7 (a) and (b) confers upon the Statistician-General power to designate statistics produced by other organs of state as official statistics. Section 14.8 clauses (a) and (b) authorises the Statistician-General to comment on the quality of national statistics produced by another organ of state and to publish such other department’s statistics” (DPME, 2007, page 18).

It specifically highlights the role of Stats SA as the lead agency in the data area of “social, economic and demographic statistics” and highlights the need for Stats SA to work with other government institutions that “gather information that has broader public value” (ibid, page 9).

**A great deal of gendered data exists in various Stats SA platforms**, most notably the census and the annual General Household Survey. **These data are not routinely analysed for gender implications** although there are a number of publications that address gender. For example:

- In 2017 the Mballo Brief <sup>2</sup> was released which focused on disaggregating earning and spending data in terms of gender.
- The 28<sup>th</sup> International Population Conference (IPC), hosted in South Africa, had a commission focusing on gender and population, and addressed gender issues in many of the other commissions.
- Stats SA produced a media briefing on “*Women in power, what do the statistics say?*” and cited figures pertaining to the economy, the judiciary, parliament and local councils.
- The media briefing also linked readers to a number of other sources of data that address gender issues including population figures and the Quarterly Labour Force Survey (QLFS).

#### Recommendation

Develop a set of core gender indicators and include in the set of data that must be collected by StatsSA on a regular basis. Data collection should move beyond disaggregation to include strategic set of information and policy analysis on gender matters.

#### 3.1.3.7 Sector departments

##### Using the Annual Performance Plans (APPs) as the turnkey for gender

*“Rules make government work .... So if the APPs have gender prioritised and indicators, they will be implemented and monitored.” (DPME Respondent)*

APPs are the annual plans that inform departmental budgets. They are approved by DPME and Treasury among others, and departments are monitored against these APPs by the Auditor General. DPME now has responsibility for reviewing the APP’s against agreed upon criteria (this function was previously with Treasury). Whilst the opportunity, capability and mandate of DPME encompasses oversight of gender in programming, respondents reflected that there is insufficient policy or legislative backing for DPME to make gender a requirement in reporting or programming.

*“We need to consider how much money is being spent on women and understand how is women mainstreamed into strategic planning and in APPs” (DoW Respondent, Workshop)*

*“APPs are checked by DPME – so DPME prioritizing and insisting on gender in the APPs – and spending more time reviewing APPs and giving this*

<sup>2</sup> Titled, The Missing piece of the Puzzle, March 2017

*feedback before approving them – would enable us to deal with non-compliance.” (DPME Respondent)*

APPs provide a direct and effective point for inserting gender-responsiveness into programme delivery, institutionalising accountability by departmental leadership for implementation.

As indicated previously in this report, DoW is already working with the DPME planning team on the development of guidelines that will outline the way in which gender should be addressed in departmental Annual Performance Plans (APP). DoW explains that they are *“looking at mainstreaming of gender in APPs and other planning instruments, including analysing the APPs in the next two years.”*

#### Recommendation

Guidelines should be developed that inform the ways in which gender should be addressed in the APPs. This should be coupled with a process of working with departments to ensure that the guidelines are binding, understood and can be applied.

#### The 2018/2019 APP review

It may still be possible to request that departments include a minimum number of gender indicators.

*“This window is still slightly open – so this is urgent.” (DPME Respondent)*

#### Recommendations

In the short term there is a need for DoW to work with DPME to urgently engage with a limited number of 2018/2019 APPs so as to insert a minimum set of indicators into the plans in consultation with the departments. Learning from this could then inform the longer term process. This will require **very rapid action**.

APP guidelines should be developed and discussed with relevant departments, prior to the next APP cycle.

APPs should include outward-focused, programme and beneficiary indicators, which allow for an analysis of the extent to which young girls and women benefit from the policies, programmes and services of the department.

High gender-impact sectors should also monitor and plan activities for gendered programming in their more detailed **branch operational plans**.

**Advocating for budget:** Influencing the APPs may not be sufficient to ensure that gender is prioritised in planning. If gender in programming is to succeed, they must be prioritised in the activities approved in departmental budgets.

#### Gender focal points

The consultation process raised some debate around the polarities between, i) assigning responsibility for gender oversight to separate departments, departmental units and

Chapter 9s, or ii) ensuring that gender becomes the responsibility of all sector departments at all levels against a set of guidelines and standards.

While on the one hand the former ensures a consistent focus on gender and centralised oversight, it is criticised for “ghettoising” women’s issues and therefore releasing the mainstream from responsibility: *“We need to ensure that women are not relegated to Goal 5 in the Sustainable Development Goals.”* (DoW respondent)

On the other hand, it is suggested that one of the constraints to gendered planning and delivery in sector departments relates to the level of influence and authority held by departmental Gender Focal Points/Persons (GFP). Generally relatively junior, isolated in stand-alone units and under-resourced, these units tend to interpret gender as ad hoc events during 16-days of activism, or small stand-alone projects such as Bring a Girl Child to Work. GFPs do not have the authority or training to oversee gender mainstreaming into planning or M&E, and have minimal influence over the core business of the sector departments:

*“The Gender Focal Point system has never worked – these are non-strategic positions and disempowered”* (Workshop respondent)

The CGE study on GFPs found that they lacked capacity and were not decision-makers:

*“If they are not given the responsibilities then it’s a challenge - they just get involved in campaign type activities”* (Workshop respondent)

#### **Recommendations**

GFPs have potential to support the drive for gender-responsiveness with capacity enhancement, if they are endorsed by the authority of HoDs, and if their performance is directly linked to the performance management expectations of HoDs.

The role of GFPs would need to become more strategic, and their influence enhanced by direct backing of senior management. This backing would be achieved if the GFP-specific workplan, for which the HoD is ultimately responsible, included: i) projects as usual; ii) review of all new policy or policy revisions to ensure that equity is included in policies; iii) review of the Departmental APP for gender at appropriate points; iv) formally collating gendered data where agreed.

Current capacity and authority within GFPs fall considerably short of level of functioning, and optimising the roles of GFPs would require investment in capacity, including training.

## 3.2 Gender sensitivities in the indicators for the 14 outcomes of the Medium Term Strategic Framework.

As reflected on previously in this report, the MTSF is seen to have considerable influence over programming and reporting:

*“If a theme is included in the MTSF, it is likely to be implemented.” (DPME Respondent)*

DPME respondents suggest that the MTSF has been institutionalised, creating the opportunity to reflect on the priorities and consider ways in which the transformation imperatives of equity groups could be more effectively addressed in the MTSF, against the priorities set out in the NDP.

There is a need to consider which indicators related to the NDP should be measured and reported at the level of the national outcomes. This should focus on ensuring that those outcomes that have been identified as a priority for the empowerment of women and with respect to addressing gender inequality should include relevant indicators. It is suggested that DoW continue to engage with the relevant forums (Implementation Forums) to shape these indicators.

This report has also highlighted the level of variability in the views of respondents as to the division of responsibility for addressing gender amongst the DPME Outcome Teams. There was a strong view that a key role should be played by the Outcome Team for Outcome 14, but most agree that it is also critical that other Outcome teams in DPME play a stronger role.

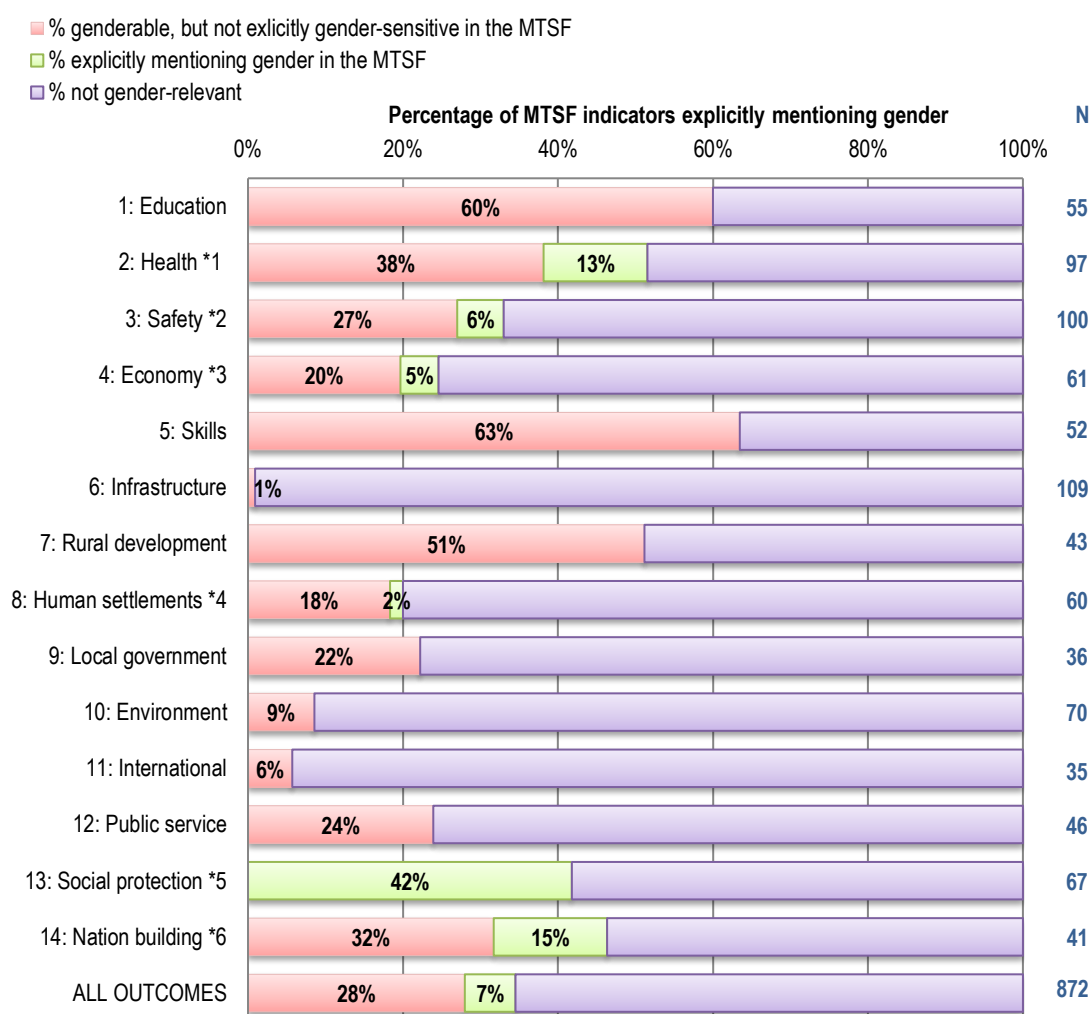
### Recommendation

Each outcome should look into gender in its own setting, and should attempt to go beyond just disaggregating data.

### 3.2.1 Gendered indicators in the MTSF

The MTSF, across the 14 outcomes, includes approximately 873 indicators, of which around 35% could conceivably be gender disaggregated or have gender relevance, while only 7% are currently disaggregated by gender (Figure 1). This does not, however, accurately reflect the availability or reporting of gendered data outside of the MTSF. As the case studies below show, there is far more data and reporting by departments, on gender than is reflected in the wording of the MTSF. DPME is able to ask for these data, and can request gendered data for particular indicators.

Figure 1. Indicators in the MTSFs which explicitly include gender disaggregation, or have gender relevance



\*1 - Health - Indicators that are gendered by definition, e.g. maternal health

\*2 - Indicators that refer to crimes against women and sexual offenses

\*3 - Gendered indicators for EPWP stats, unemployment and employment equity

\*4 - The only indicator that could have gender relevance refers to CBO involvement

\*5 - The Outcomes states "Disability and gender disaggregation should be applied to all indicators that count beneficiaries of services/programmes to measure equity."

\*6 - This outcome focuses on equity

Notable points raised by Figure 1 include:

- Outcomes 6 (Economic Infrastructure), 10 (Environment) and 11 (International) include the fewest (<10%) indicators which could be gender disaggregated. This suggests that the sectors do not lend themselves to an analysis in terms of gender equity (for example, dams in the economic infrastructure outcome),

though there may be indicators and programmes that could be designed for greater gender-responsiveness.

- Outcomes 1 (Education), 5 (Skills) and 7 (Rural Development) have more than 50% existing indicators that could provide gendered data. This suggests that gender-disaggregation could be built into these indicators, though as indicated it would be important that these remain at the level of outcomes. Further, the absence of disaggregated indicators at this level does not suggest that these indicators are not reported against in a disaggregated manner as the case studies in below demonstrate.
- Outcomes 2 (Health), 13 (Social Protection) and 14 (Nation Building) have more than 10% indicators explicitly relevant to gender or gender disaggregated. In the case of health this does not include gender disaggregation of most general indicators – the indicators that are gender disaggregated are largely related to women’s health issues. Nation building, as the equity outcome, serves gender by definition. Social Protection is the only outcome to provide a blanket requirement that all indicators be reported with gender-disaggregated data where appropriate.

The distribution of these indicators is analysed in greater detail in Annex 4.

**Recommendation**

There is an immediate opportunity to include carefully-selected, useful and relevant gender into agreed indicators in the MTSF, as supported by existing equity policy, at least requiring that these indicators be gender disaggregated.

Discussions with DPME, as well as in the workshop, raised important points to consider when revising indicators for gender:

Firstly, the MTSF design, indicators and reporting are approved by Parliament and are expected to be a succinct high-level summary of delivery and outcomes. For every suggestion that gender be disaggregated, there is also advocacy for specific reporting on youth, people with disabilities, rural vs urban communities, environmental implications, and a wide range of other cross-cutting concerns. For all of these to be infused into the MTSF, the reporting is likely to become focused on outputs and too bulky, over-engineered and inaccessible to decision-makers.

*“When you offer disaggregation everyone else asks for it. We have been battling for a long time with Outcome 14. They say all the indicators should be by gender – but it becomes too big. It would be great if they could say to me which ones are absolutely critical to make sure we are gender sensitive.”*  
(DPME Respondent)

Secondly, pragmatism suggests that simply because an indicator can be gender-disaggregated, does not necessarily mean that it efficiently supports gender equity programming. Unless an indicator is central to gender rights and equity, disaggregation



simply overloads departmental M&E. Processes of defining gender indicator frameworks are only likely to be effective if they are tightly defined, focused and strategic. Broad and comprehensive indicator frameworks, which carry excessive budget, workload and reporting implications, are less likely to be applied in practice

In reflecting on the ways in which indicators can become more gender sensitive, respondents caution that, “*focusing (only) on the numbers in the MTSF is misleading, and does not reflect the reporting or the inputs of gender that are fed into the planning process*”, concluding that “*thus the MTSF is not the best source for measuring gendered sensitiveness.*” Respondents explained that gender disaggregation is not formally designed into the MTSF, and MTSF reporting follows agreed reporting requirements faithfully. A DPME respondent commented though that gender reporting currently lies at the discretion of each Outcome Facilitator, who is able to ensure that gender has greater prominence in the different reports that are developed.

Nevertheless respondents considered it important that gender and equity have a higher profile in the MTSF.

#### Recommendations

There are several levels of indicators in the MTSF that should be more gendered:

- Disaggregation – Existing government policy provides for disaggregation, pathing the way for selecting indicators in the MTSF for which gendered data is a requirement.
- Monitoring interventions that are specifically aimed at women as well as those interventions that are considered a priority to consider using a gender lens because of its role in the realisation of gender equity.
- Gendered budgeting, as an objective under Outcome 14.
- Policy review and omissions of gender in key policies.

DPME respondents suggested that all 14 Outcomes in the MTSF need two elements to deal with equity (gender, race, disability, youth):

- Firstly – an equity performance indicator is needed which monitors progress and implementation of the Gender Framework, and monitors how the causes of inequity are being addressed. This could encompass how the MTSF will address equity, addressing key strategic, social and developmental concerns where equity focus is needed.
- Secondly – one or two of the existing indicators should focus on monitoring equity – and should be disaggregated by all groups, by the relevant Outcomes Manager, drawing on existing gender data. These indicators would be reported in the normal MTSF quarterly progress reports, and be shared with DoW as needed

### 3.2.2 Disaggregated data versus gender equity

Although disaggregated data is accepted as a basis for gender in GWM&E, respondents agreed that this is a limited interpretation of gender in M&E. Rather a gender sensitive M&E system would consider the conditions driving gender inequity, and the outcomes on gender of interventions intended to enhance equity.

*“As for planning for the drivers of inequity – government is too complacent for that. The closest we could get would be disaggregation – but that is a good start. With disaggregation people see gaps, progress, regress, and it leads to prioritization. Often though, disaggregation is just a tick box. Sectors do not always report against the spirit of the policy for equity.”*  
(DPME respondent)

This emphasizes that there is a need for additional research on the drivers of inequity with respect to the 14 outcomes and this should inform the kinds of indicators that are monitored at the level of the MTSF. In this next period it is suggested that, in line with the perspective offered by DoW, this effort is focused on one or two priority outcomes.

DoW respondents state that the department is currently working on a South African Gender Indicator Framework, to form the foundation of routine monitoring of government programmes. This includes defining the indicators that should be collected, and relevant data sources across the SDGs, including Goal 5. This work would clearly support the process of defining the indicators to be prioritised at the level of the MTSF.

### 3.2.3 Specifically reflecting on Outcome 14: Nation Building

Outcome 14 - *“Transforming society and uniting the country”* - includes indicators around equity and justice. While the Outcome 14 DPME team is the custodian of gender and other forms of equity in the MTSF, respondents raised the concern that far wider responsibility is essential for effective gender-responsiveness: *“it would be impossible for Outcome 14 to check non-sexism, non-racism and equality before the law across everything that government does.”*

While a central gender coordinating point is essential in order to *“get the full picture”*, respondents generally felt that it should remain the role of DoW supported by DPME. The Outcomes 14 team could support DoW to integrate gender reporting across all 14 outcomes.

Respondents do, however, suggest that Outcome 14 provides a strong high-level framework to drive gender-responsiveness and equity. This, together with the other commitments made to gender equity (as highlighted in this report) allows DPME to be more assertive around gender.

### 3.3 Gender in the National Evaluation System

#### 3.3.1 National Evaluation Policy Framework

The DPME National Evaluation Policy Framework (NEPF) (DPME, 2011a) is intended to “promote quality evaluations ... ensure that credible and objective evidence from evaluation is used in planning, budgeting, organisational improvement, policy review, as well as on-going programme and project management.”

***This framework makes no mention of gender or equity.***

#### 3.3.2 The review of the National Evaluation System

A review of the National Evaluation System (NES) was undertaken by Genesis in November 2017 (Genesis, 2017). ***The fact that the Genesis review largely ignores issues of women and/or gender could be seen as an indicator of the lack of priority given to gender equity in evaluation.*** Furthermore, although the report suggests that there is a need to reflect on the theory of change of the NES in a manner that takes into account the priorities of government including the NDP, gender, etc. (ibid, page 129), the suggested theory of change does not specifically indicate how gender will be addressed. The Genesis report does however, share evidence that certain evaluations have addressed issues related to women’s rights and gender <sup>3</sup>.

Respondents from DPME clarified that Genesis was briefed to focus on the extent to which the NES is being implemented and specifically sought to understand the extent to which the evaluations being conducted are being shaped by the responsible government departments – and specifically to ascertain if evaluation findings are being utilised by these government departments. This was the first priority for DPME, given the relative “newness” of the NES. As the system matures, DPME intends to include cross cutting priorities, including gender-responsiveness, into meta-evaluations of this type. This was explained by one respondent who commented that, “getting evaluation onto the agenda of all government departments”. (DoW respondent).

However at the workshop to reflect on the initial findings of this review a respondent indicated their concern that the Genesis evaluation should address gender issues, but that this imperative had not been prioritised by the reference group. It was suggested that this was unfortunate, as it could have yielded useful insights.

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<sup>3</sup> Examples of evaluations relevant to gender:

- National: Diagnostic Evaluation/Programme Audit for Violence Against Women and Children (Improvement plan)
- Gauteng: A Review of the Gauteng Master Skills Plan; Evaluation Synthesis - Violence Against Women and Children; Mid-Term Evaluation of the Siyazondla Homestead Food Gardens Programme; Review of the Expanded Public Works Programme in Gauteng, 2009 – 2014
- Gauteng: Frontline Service Delivery Monitoring, Young Women’s Development Programme and Township Economy Revitalisation.

### Recommendation

Consider ways to institutionalise the requirement for gender to be considered in all evaluations. Respondents argue that gender should not be an optional theme, rather an evaluation where gender is deemed not relevant should justify this stance.

### 3.3.3 Evaluation guidelines

The following guidelines to support evaluation are in place. AGDEN indicate that they reviewed a total of 25 DPME Guidelines and found that only 3 of these made mention of gender<sup>4</sup>:

1. [GL Peer Review of Evaluations](#)
2. [GL Implementation Programmes](#)
3. [GL Inception Phase](#)
4. [GL Management Response](#)
5. [GL Improvement Plan](#)
6. [GL Provincial Evaluation Plans](#)
7. [GL Communication](#)
8. [GL Diagnostic Evaluation](#)
9. [GL Design Evaluation](#)
10. [GL Implementation Evaluation](#)
11. [GL Impact Evaluation](#)
12. [GL Economic Evaluation](#)
13. [GL Synthesis Evaluation](#)
14. [GL Departmental Evaluation Plans](#)
15. [GL How to Develop Actionable Recommendations](#)
16. [GL Toolkit for MPAT Evaluation Standard](#)
17. [GL Quality Assessment of Government Evaluations](#)

In addition, we specifically reviewed the DPME Evaluation Guideline No 2.2.1, How to develop Terms of Reference for Evaluation Projects, 29 June 2012 (updated 20 December, 2016) as we felt this is key to shaping the extent to which evaluations consider gender from the outset of the evaluation. We found that there is no reference to gender or women in this Guideline.

It was indicated that the DPME Outcome 14 Outcomes Facilitator has the role of reviewing all ToRs. However, due to insufficient capacity, this may not be realistic. Instead, it is suggested that gender be included in the Terms of Reference process. Evaluation protocols could consider the extent to which the issue being evaluated is relevant to gender transformation (is disaggregated data used and relevant) or a programming issue where it is particularly important to ensure that a gender lens is applied in the evaluation (such as in the delivery of sanitation services).

### Recommendations

Introduce a key question in the guideline on developing Terms of Reference, to ensure that gender is foregrounded gender in the evaluation process. The question would prompt a decision on how gender should be addressed in the evaluation. Any evaluation which does not have gender relevance, should justify this as a proposal requirement. This would strengthen the

<sup>4</sup> Note that this team did not verify this finding as feedback that was offered on the previous report (by DPME) did not suggest that this was not accurate.

extent to which gender is integrated across evaluations and would assist to ensure that it does not get relegated to evaluations that are specifically about women.

Provide additional guideline on how to use a gender lens when commissioning, designing and implementing evaluations.

### 3.4 Three case studies

Interviews were held with the Outcome Facilitators for three selected outcomes: Education, Economy and Skills. In addition, the MTSF was analysed for possible other data sources and the public availability of gendered information.

#### 3.4.1 Outcome 1: Education - Quality basic education

The MTSF for Outcome 1 (DPME, 2013a) does not have disaggregation by gender for any of the indicators (Table 1).

A DPME respondent responsible for Outcome 1 observes that DBE disaggregates much of its statistics, and virtually all indicators are supported with gendered data on request. These requests are kept to a minimum, however, since they become too large and complex reports, and rapidly escalate to include other demographic data: *“It just gets too big”*.

The Outcome 1 team in DPME provides a focus on gender, in its Annual Indicator Report, using the Gender Parity Index. This process is seen as preferable to that of the quarterly MTSF reports when reporting on gender in Basic Education as trends and outcomes are seen over at least a year, and shorter time periods generally do not add useful insights, trends or evidence for decisions.

While Outcome 1 has commissioned a number of evaluations<sup>5</sup>, none of these have included a focus on gender. The respondent suggests that certainly some could have been gender-relevant.

DBE has a directorate specifically on gender, as well as dedicated M&E capacity, and a Directorate for Social Responsibility. All of these work with gender data and could field requests for data and could debate indicators and programming with DPME or DoW. The gender directorate has selected key indicators, and DBE produces a range of gendered reports.

The DBE annual reports on gender parity and provides gendered data on indicators such as access and matric results, are routinely disaggregated. Many others, however, are not. The annual report does not go into as much detail as might be useful. They do not disaggregate data on performance, bachelor passes, comparisons between quintile 1, 2 and 3 versus 4 and 5, learners studying in the sciences, provincial variation, as examples of potentially meaningful gender analytics.

<sup>5</sup> Examples of evaluations: Access to ECD; nutrition and access - quintile based analysis; one on the curriculum

The DBE does though produce other research reports including as one example, a very useful re-analysis of the StatsSA General Household Survey data for gender, conducted by the DBE M&E unit. Some of the research questions in this analysis include why people are not going to school, which has strong gender implications.

There is also a gendered report that DBE routinely produces for United Nations, under DDG Granville Whittle of the Social Responsibility Directorate

*“With Basic Education there is no problem with data. Their systems are maturing. In education statistics and matric results, the data quality is fine and results are often already disaggregated.” (DPME Respondent)*

<b>Recommendation</b>
<p>There is a great deal of potential for coherent gendered analysis between DBE, DPME and DoW, supported by data collected by StatsSA. In order to achieve focus, consider the key levers for gender transformation and select indicators against which change will be measured. Based on this, ascertain data gaps, priorities for the APP, and indicators for the MTSF.</p>

**Table 1. Commentary on gender in the MTSF for Outcome 1 : Education**

Key 2019 indicators	Explicitly gendered in the MTSF?	Comments
<b>OUTCOME 1: EDUCATION – QUALITY BASIC EDUCATION</b>		
<b>SUB-OUTCOME 1: Improved quality of teaching and learning through development, supply and effective utilisation of teachers</b>		
The average hours spent by teachers on professional development activities per year	No	
Number of teachers who have written the Self-Diagnostic Assessments	No	
Percentage of teachers meeting required content knowledge levels after support	No	
Percentage of learners in schools with at least one educator with specialist training on inclusion	No	
Number and percentage of Funza Lushaka bursary holders placed in schools within six months of their completion of studies or upon confirmation that the bursar has completed studies	No	The evaluation does disaggregate gender
Number of qualified Grade R-12 teachers aged 30 and below, entering the public service as teachers for the first time during the financial year.	No	
Percentage of learners who are in classes with no more than 45 learners	No	
Teacher absenteeism rate per year	No	
<b>SUB-OUTCOME 2: Improved the quality of teaching and learning through provision of Infrastructure and learning materials</b>		
Number and percentage of learners provided with required textbooks in all grades and in all subjects per annum	No	
Number and Percentage of Grade 1-9 learners provided with required workbooks per grade per year	No	
Percentage of learners having access to information through (a) Connectivity (other than broadband) (b) Broadband	No	
<b>SUB-OUTCOME 3: Regular annual national assessments to track improvements in the quality of teaching and learning (ANA)</b>		

Key 2019 indicators	Explicitly gendered in the MTSF?	Comments
Learner and teacher instrument is developed and piloted to collect background information	No	
Annual report on statistical equivalence of Universal and Verification ANA	No	
District ANA report produced for every district (by DBE) using Universal ANA	No	
<b>SUB-OUTCOME 4: Improved Grade R and planning for extension of ECD</b>		
Percentage of Grade 1 learners who have received Grade R per year	No	
Number and percentage of learners in qualifying public schools provided with workbooks for Grade R each year	No	
Percentage of Gr 1 entrants who attended Gr R that are school ready	No	
Number and percentage of Grade R practitioners with NQF level 6 and above qualification each year	No	
<b>SUB-OUTCOME 5: A credible, outcomes-focused planning and accountability system (building the capacity of the state to intervene and support quality education)</b>		
Proportion of principals appointed based on competency assessment processes	No	
Proportion of principals who have signed performance agreements each year	No	
Number and percentage of learners who complete the whole curriculum each year	No	
Percentage of schools producing a minimum set of management documents at a required standard DBE APP	No	Should this include a gender policy?
Percentage of learners in schools that are funded at a minimum level Prov APP	No	
Percentage of school principals rating the support services of districts as being satisfactory.	No	
Percentage of district managers whose competency has been assessed against criteria	No	
<b>Impact indicators</b>		
Percentage of learners in grades 3 achieving at 50% and above in the annual national assessments in literacy and numeracy per year	No	DBE reports substantially on gender in a range of different formats, although DBE reports reviewed do not generally disaggregate by gender  The respondent stated that additional spaces and reports, as outlined in the discussion above, do disaggregate gender, and the impression given by annual reports and the MTSF is incomplete
Percentage of learners in grades 6 achieving at 50% and above in the annual national assessments in home language; first additional language and in mathematics per year	No	
Percentage of learners in grades 9 achieving at 50% and above in the annual national assessments in home language; first additional language and in mathematics per year	No	
Number of Grade 12 learners passing at bachelor level in the national senior certificate examinations per year	No	
Number of Grade 12 learners passing Mathematics at 50% or more in the national senior certificate examinations per year	No	
Number of Grade learners passing Physical Science at 50% or more in the national senior certificate examinations per year	No	
Average score obtained by Grade 6 learners in language in the SACMEQ assessment	No	
Average score obtained by Grade 8 learners in mathematics in the Trends in International Mathematics and Science Study (TIMSS)	No	
Percentage of 7 to 15 year olds attending education institutions	No	This indicator is also reported in the 2010 GHS on schooling by gender (Stats SA, 2010)
The percentage of children who turned 9 in the previous year and who are currently enrolled in Grade 4 (or a higher grade	No	The GHS routinely reports population attending an



Key 2019 indicators	Explicitly gendered in the MTSF?	Comments
		educational institution, by type of institution, age group and sex (Stats SA, 2010)
The percentage of children who turned 12 in the previous year and who are currently enrolled in Grade 7 (or a higher grade)	No	
The percentage of youths who obtained a National Senior Certificate from a school	No	The 2010 GHS (Stats SA, 2010) on schooling, gives the % of 15 – 24s who have at least completed Grade 12 and higher, by gender
The percentage of youths who obtained any FET qualification	No	

### 3.4.2 Outcome 4: Economy - Decent employment through inclusive economic growth

A DPME respondent responsible for Outcome 4 has shared the following observations.

Gender does not explicitly feature in the MTSF for Outcome 4 (Table 2). There are no specific targets for women and youth, and it is assumed that general improvements in economy will benefit everyone, including women and youth.

*“This is a weakness in the MTSF.” (DPME Respondent)*

Beyond the MTSF, however, there is substantial gender related work and data in the priority areas that form part of the economic cluster. Routine programme data is disaggregated for gender, youth and disability are available for certain interventions.

Some examples:

- In September 2017 the Blue Flag Programme enrolled 198 youth learners of which 128 were women and none were people with disabilities.
- The sommelier training course enrolled 300 youth of whom 206 were women. The total number currently in the programme is 1916, of whom 1473 are women and 67 are people with disabilities.

About two years ago there was a push to prioritise women and youth through specifically designed targets. A further prioritisation of the NDP that included a focus on women and youth was captured in the 9-point plan for Outcome 4.

*“The 9-point plan presents the few key things that must happen for economic growth, and these do report on women and youth.” (DPME Respondent)*

Some examples of programming under the 9-point plan includes setting aside 30% of procurement for small business, women and youth. The plan addresses growth, inequality and industrialisation, and integrated into these, access to the economy for women and youth. Reporting against the 9-point plan is less formal than the MTSF, and

is provided against ad hoc requests. Nevertheless, data are collected and reports are shared: *“These priorities are taken seriously”*.

The Small Business Department has particularly focused on gender. They are designing interventions that really support women’s needs. They have designed a tool for women and youth, targeting rural female-headed households for small business development. They have integrated these indicators into their APP. They offer a good practice model that could be investigated and documented.

In contrast, the Department of Trade and Industry (DTI) is working and reporting on industrialisation, but *“they won’t commit to a gender target – or a target for percentage of women – they say they don’t have time – but really they are not gender sensitive.”* (DPME Respondent)

These relatively dilute responses around women can be compared with far stronger responsiveness to youth:

*“There is a lot more happening in the Outcome for youth. This is partly because youth are more proactive, more vibrant, not just sitting on the side and waiting to be included. Even though they are in many disconnected groups, their ideas are clear and aligned. They approach me with suggestions - and these go into programming. For instance they expressed an interest in working with alternative energy – and we now have a programme with youth in the energy sector as a result of this discussion. Youth come forward with suggestions, and willingness, and are ahead of women in inclusion because of this.”* (DPME Respondent)

In contrast, the women’s sector focuses on representation, but this does not necessarily lead to action or impact. The respondent suggested that there would be value in focusing on a number of key sectors and developing targets coupled with improved gender reporting. Possible priorities could include women’s progress in traditionally non-equitable sectors, like mining and technology, per age group and per level, monitoring women in senior management as well as lower level positions.

Another consideration when deciding on where to concentrate gender-responsive programming and M&E is to identify where women are most marginalised in the economy. While interventions that ensure equity should take place in all spaces, the respondent reflected that women are the majority in rural areas, and small-scale agriculture and industry could be connected through cooperatives, enabling smaller manufacturers to access retailers through a central point, against necessary quality standards. Such interventions could focus on women bread-winners through the whole value chain.

Disaggregating the three priorities (women, small business and youth) in the 9 Point Plan should rapidly provide motivation to ensure that all three are given suitable emphasis.

Advocacy in less gender-responsive key departments, such as DTI, through oversight of APPs and introduction of carefully selected MTSF indicators, might motivate culture shift. These priorities could be selected in terms of a set of criteria (examples of which are provided in this report).

Table 2. Commentary on gender in the MTSF for Outcome 4 : Economy

Key 2019 indicators	Explicitly gendered in the MTSF?	Comments
<b>OUTCOME 4: ECONOMY: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH</b>		
<b>SUB-OUTCOME 1: The productive sectors account for a growing share of production and employment</b>		
None applicable		
<b>SUB-OUTCOME 2: Elimination of unnecessary regulatory burdens and lower price increases for key inputs fosters investment and employment</b>		
Progressively rising local content levels in state procurement including government infrastructure	No	Women-owned companies that access the procurement system is captured in routine data.
<b>SUB-OUTCOME 3: Spatial imbalances in economic opportunities are addressed through expanded support for township, rural areas and public employment schemes to provide relief for the unemployed and build community solidarity and agency</b>		
The total number of enterprises supported by the Department of Small Business Development are from townships / from rural areas	No	Reports for programmes such as the Blue Flag and sommelier training courses are gender, youth and disability disaggregated.
Percentage increase in funding for township enterprises	No	The Small Business Department is particularly advanced in programming and reporting on gender
Number of youth in employment or education	No	
Number of black women-owned enterprises supported	Yes	
Number of youth owned enterprises	No	
Number of work opportunities (mostly time-bound and some part-time) reported.	No	
Percentage of EPWP participation amongst designated groups (women, youth and persons with disabilities) aligned to EPWP Phase III	Yes	EPWP and CWP both provide data that is disaggregated in terms of gender
Share of women in formal employment	Yes	
Strategy and programmes to support existing as well as develop new small business and cooperatives to facilitate access to formal markets	No	Partially ... some data for small business support is conflated with women and youth, preventing clear disaggregation of women-owned small businesses
% growth in the number registered small business and cooperatives	No	
% of new small business and cooperatives that are supported and that are still operating one year after support provided	No	It is reported that of the 155 SMME projects supported, 43 are women-owned and 47 youth-owned.
<b>SUB-OUTCOME 4: Macro-economic conditions support employment-creating growth</b>		
None applicable		
<b>SUB-OUTCOME 5: Reduced workplace conflict and improved collaboration between government, organised business and organised labour</b>		

Number of designated employers reviewed / inspected per year to determine compliance with employment equity legislation.	Yes +++	Reports on compliance with equity targets are gender disaggregated. Employment equity data are a significant source, which could be further mined for gender analysis.
<b>SUB-OUTCOME 6: Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and improving the living conditions of the poor</b>		
None applicable		
<b>Impact</b>		
Number of jobs created in the productive sectors (Manufacturing, Mining and Agriculture) including Tourism	No	
Number of employment opportunities created	No	StatsSA Quarterly Labour Force Surveys are disaggregated by gender
Official unemployment rate	No	

### 3.4.3 Outcome 5: Skills Development - A skilled and capable workforce to support an inclusive growth path

Similarly to Basic Education, and with oversight by the same Outcomes Facilitator, the Outcome 5 MTSF does not have a gender focus, *“there are a lot of interest groups (e.g. disability, environment, health) which all want to feature prominently in the MTSF.”*

The Department does though disaggregate its data in terms of gender in its analysis of existing skills (as outlined in the Workplace Skills Plans and Sector Skills Plans) as well as in terms of reports on access to education and training at all levels.

The Department of Higher Education and Training produces annual statistics in the Higher Education Statistical Report. This has a range of data, some of which offers a gender angle. This is drawn from reports produced by the universities, which provide a range of detailed data, much of which is gender disaggregated, For example, numbers of lecturers at universities is gender disaggregated and disaggregated throughput and graduation data per faculty are available on request. Results from universities show that females are doing better than males, but that more women study social sciences than other fields.

M&E from the TVETs is far weaker: *“They have a big data system but the system is not currently working well for anything, not only for gender.”* Basic data on throughput rates at TVET colleges are not to a suitable standard, resulting in certification backlogs.

*“We have been working hard to push TVETs. We realized that we can’t report on their data. It is too weak. We raised the flag in cabinet, so this then became a major issue – the backlog became visible – and we started following up and reporting back to cabinet, while trying to clean the backlog.”*

For both TVETs and Universities, NFSAS bursary statistics are gender disaggregated, although undergraduate bursary statistics are not included among the MTSF indicators.

In addition to the reports produced by the Department, DPME requests disaggregated data from sector departments on specific research or evaluation questions.

This is reflected well below (in table 3), which shows that **a great many indicators which are not explicitly gender disaggregated, are backed by disaggregated data, and that gender is included in DPME communication.** This indicator list has not been exhaustively analysed, and gendered data may also exist for other indicators.

The Outcome 5 team in DPME also focuses on the Gender Parity Index in its Annual Indicator Report. This is seen as preferable to quarterly reporting as the trends and outcomes can only be seen over at least a year.

In terms of evaluation, gender analyses was provided in the Funza Lushaka bursary scheme evaluation, but **most evaluations do not take a gender lens.**

Recommendation
Continue to provide encouragement where mature M&E systems exist, and disaggregated data and gendered programming are relatively achievable. Areas where performance is broadly poor would need to be built up in order for gender-responsiveness to be achieved.

Table 3. Commentary on gender in the MTSF for Outcome 5 : Skills

Key 2019 indicators	Explicitly gendered in the MTSF?	Comments
<b>OUTCOME 5: SKILLS - A SKILLED AND CAPABLE WORKFORCE TO SUPPORT AN INCLUSIVE GROWTH PATH</b>		
<b>SUB-OUTCOME 1: A credible institutional mechanism for labour market and skills planning</b>		Data collected from Workplace Skills Plans are disaggregated by gender
Indicators not specific to gender		
<b>SUB-OUTCOME 2: Increase access and success in programmes leading to intermediate and high level learning</b>		
A percentage of TVET lecturers undergoing specified hours of work in their industry for specified periods every two years	No	No - Enrolment and throughput data not consistently captured for TVETs or available in terms of gender, although this is gradually improving
Report on the throughput rates for TVET colleges	No	
Number of additional beds for students accommodation in public TVET colleges	No	
<b>SUB-OUTCOME 3: Increase access to high-level occupationally directed programmes in needed areas</b>		Programme data typically (though not always) disaggregated by gender
Number of new Generation of Academics Programme (nGAP) appointments	No	
Number of entry level academic staff provided with teaching and research development opportunities from the Teaching and Research Development Grant	No	
Number of doctoral graduates from universities	No	The annual DHET statistics include a wide range of

Key 2019 indicators	Explicitly gendered in the MTSF?	Comments
Report on Higher Education Undergraduate throughput	No	gender-disaggregated data for both staff and students
Number of pipeline postgraduate students awarded bursaries through NRF and DST-managed programmes	No	
Number of PHD students awarded bursaries through NRF and DST-managed programmes	No	
Number of Institute for Scientific Information (ISI) accredited research articles published by NRF-funded researchers as reflected in the NRF projects reports	No	
Total number of researchers awarded research grants through NRF-managed programmes as reflected in the NRF project reports	No	
<b>SUB-OUTCOME 4: Increase access to occupationally directed programmes in needed areas and thereby expand the availability of intermediate level skills with a special focus on artisan skills</b>		
New artisans qualified	No	
Number of workplace -based learning opportunities	No	No - Data not consistently collected or available and gender not consistently reported
<b>IMPACT INDICATORS</b>		
Number of headcount enrolments in TVET colleges	No	
Certification rates in TVET qualifications	No	
Number of qualifying NC(V) and Report191 TVET students obtaining financial assistance annually	No	
Percentage of NC(V) L4 NSFAS beneficiaries per annum obtaining the qualification within the stipulated time	No	
Number of TVET students in foundation programmes	No	
Percentage success rate in foundation programmes	No	
Number of students enrolled in public higher education studies at universities	No	The annual DHET statistics include a wide range of gender-disaggregated data for both staff and students through HEMIS (Higher Education Management Information System)
Number of eligible university students obtaining financial aid	No	
Number of graduates in Engineering Sciences from universities	No	
Number of graduates in Human Health and Animal Health from universities	No	
Number of graduates in Natural and Physical Sciences from universities	No	The annual DHET HEMIS statistics include a wide range of gender-disaggregated data for both staff and students
Number of graduates in initial Teacher Education from universities	No	
Number of Research Masters graduates	No	
Success rate at universities	No	
Higher education undergraduate success rates (contact and distance)	No	
Percentage of university academic staff with PHD's	No	PERSAL and HEMIS data for lecturers is disaggregated by gender
<i>The following two highly relevant indicators do not appear in the MTSF, but have been mentioned as being monitored for the MTSF</i>		
<i>Number of university academics (black and women) in academic workforce</i>	Yes	PERSAL and HEMIS data for lecturers are disaggregated by gender
<i>Additional first-time entrants (black and women) to academic workforce in addition to normal replacement and plans</i>	Yes	
Number of 1st year students in foundation programmes	No	
Artisan learners trade test pass percentage at INDLELA	No	INDLELA routine data are typically disaggregated

Key 2019 indicators	Explicitly gendered in the MTSF?	Comments
Percentages of national artisan learners employed or self-employed	No	

### 3.5 Highlights from the diagnostic tool in the GWM&E

One of the key tools used by Twende Mbele to evaluation gender in GWM&E is the Gender Diagnostic Matrix. The matrix has been used in a comparative analysis of a the country study for South Africa, Uganda and Benin. The AGDEN report reviewed the indicators, in 3 categories, for gender-responsiveness, against the rating scale provided by the Matrix. This analysis reviewed and slightly revised these ratings for the purposes of this report (Annex 3).

Score	Score values	Number of scores per matrix category	
		I. Government Wide Monitoring and Evaluation System	II National Evaluation System (NES): Institutional Arrangements & Capacities, Processes & Procedures
0	Gender is non-existent	1	2
1	Partial existence <sup>6</sup>	11	13
2	Almost full existence <sup>7</sup>	9	5
3	Full existence <sup>8</sup>	5	6
	Uncertain or n/a	3	1

### 3.6 Over-arching key themes

#### 3.6.1 Determining the priorities

The original ANC resolutions and green papers of the mid-90s provide excellent policy on equity. There is ample backing provided in existing policies for equity: *“we have a Ferrari in our policy framework – and we drive as if we have a Toyota. We don’t use the great power that the policies and regulations confer”*. (DPME respondent).

We have the Labour Relations Act, Employment Equity Act and BBBEE, legislation making gender wage disparities and income gaps illegal, as examples, but enforcement for gender is poor. In another under-utilised policy, not more than 10% of income should be spent on transport – for most women in rural areas or poorer areas this is not achieved (DPME respondent).

*“There is plenty of legislation to call into policy – DPME can promote compliance without a long process through cabinet.” (DPME Respondent)*

<sup>6</sup> Partial Existence = No written national policy but evaluations undertaken either sectorally or for some key programmes, policies or projects

<sup>7</sup> Almost full existence = Written national policy but not (yet) legislated & parts of which are in practice

<sup>8</sup> Full existence = Written national legislated Policy and or guidelines being actively used i.e. implemented

Although excellent existing high-level policies give DPME the leverage to ask for gender reporting per sector, both this review and the AGDEN report have found gender to be weakly reflected in the critical checkpoints that guide government delivery. Gender should be enhanced across multiple policies and guidelines.

Based on this review we would suggest that there is a need to reflect on ways in which a gender lens could be more systematically built into the various policies and guidelines such that they guide the practices related to the implementation of the GWM&E. The premise behind effectively institutionalising gender-responsiveness is that “*rules make government work*”. (DPME Respondent):

*“If the rules are written, they can be enforced.” (DPME Respondent)*

To achieve this there is a need to strengthen gender-responsiveness in all frameworks and guidelines through practical and measurable requirements to consider both gender disaggregation, and, develop indicators that measure the impact of interventions that are put in place to address barriers to realising gender equity.

### **3.6.2 Pragmatism and feasibility**

*“Often we want ideal scenarios but live in real world – we need to determine what is achievable and by when?” (Workshop respondent)*

While acknowledging the critical importance of broad gender reform, respondents shared that the reality of delivering the NDP has over-riding implications:

*“We know that there are weaknesses in all sectors, for example, although there is an intention to ensure that the education curriculum is non-sexist / non-racist, Life Orientation text books have inappropriate statements, such as, “If she was wearing a short skirt, why was she raped?” DPME has asked DBE to audit their learning material, but they tell us that their primary mandate is basic education (RRR) and they ‘can’t even get books to schools on time, and now you want us to make sure those books have correct values too’.” (DPME Respondent)*

### **3.6.3 Data availability**

Respondents were in agreement that sufficient gendered data exists in some sector departments, with some exceptions, such as basic data around TVETs and key DTI indicators.

It is suggested that once there is agreement about the core indicators that are required with respect to transformation imperatives and reporting it would be valuable if DoW coordinated a process with Stats SA and DPME to ensure that this rich, gender-sensitive data source is used optimally in planning, reporting and evaluation processes.



### 3.6.4 Capacity building

Several levels of capacity would support more gender-responsive programming. To some extent the levels, budgets and personnel at key gender points (e.g. Outcome 14, DoW and GFPs) could be enhanced for greater impact.

#### Recommendation

Training on gender concepts, rights and the drivers of gender inequity should be provided to these key units or departments, as well as more broadly throughout DPME and among decision-makers in core sector departments.

### 3.6.5 Building political will

*“There just needs to be a political decision to uphold existing policies.”  
(DPME Respondent)*

There is some debate as to the extent to which a lack of political will lies behind the under-resourcing of gender functions, including DoW and the GFPs, and accounts of key departments which should be driving the gender agenda being resistant to gender mainstreaming in practice:

*“We have struggled to mainstream into strategic planning because there is very strong resistance – patriarchy is entrenched in government to the extent of high levels of sexual harassment. Gender Directorates or Focal Points therefore only deal with those branches that are amenable”  
(Workshop Respondent).*

### 3.6.6 Driving these changes collectively

Related to the imperatives, and the challenges, highlighted above there is a strong view that there is a need to ensure that certain departments, including of course DoW as well as DPME and Treasury, support the initiatives outlined in this document and play a stronger role with respect to ensuring that gender is effectively addressed in the GWM&E system.

There were varied views about how to realize this balance in ways that maximize the use of existing resources and continues to encourage sectors and departments to take responsibility for driving gender issues.

Most respondents felt that DoW had primary responsibility for ensuring gender mainstreaming into policy, practice and programming. Workshop respondents suggested that DoW should lead on selecting the most important indicators in the current MTSF, and reaching agreements with departments. This requires close engagement with departments, since HoDs are best positioned to identify programmes that would benefit gender and indicators to monitor this. DoW should then develop guidelines.

However there were concerns that the process to date has been for DoW to make broad inputs, generally to DPME, such as to *“make sure gender is mainstreamed in the NDP, POA (Programme of Action) and MTSFs (Medium Term Strategic Frameworks).”* (DoW respondent). These challenges, faced by the department, were acknowledged by a DoW respondent who commented that there was awareness that in some areas, *“we know that we have dropped the ball on gender...”*. (DoW respondent).

In part because of this concern some respondents felt that these capabilities and mechanisms already lie with DPME, and that oversight by DoW is therefore superfluous. As expressed by one DPME respondent, *“We monitor, integrate and plan ... we should initiate a gender lens.”* Some respondents suggest that whilst they agree that it is important to review the MTSF to ensure gender responsive planning and emphasise that this requires engagement from DoW, they observe that, *“for a long time we have said there has not been a report from DoW”*.

Overall though most respondents, including DoW representatives, suggest that DoW should continue to hold this responsibility and emphasise that there is a need for DoW to strengthen its engagement with teams in DPME. For example DoW is working with the DPME planning team on the development of guidelines that will outline the way in which gender should be addressed in departmental APPs. This process, as well as the work DoW is undertaking with certain Outcome Teams (such as the work with the team addressing the economy) should be driven by DoW and should be prioritized in order to support the *identification of indicators and processes* that are critical in shifting gender equity. It is emphasised that this process will invariably require intensive support from the relevant Outcome Facilitators, who have a detailed grasp of the MTSFs and the practical opportunities for gendered reporting.

In addition, respondents suggest that these frameworks and indicators, once agreed upon, can be used by DPME to ensure that gender is reflected in planning and reporting. DPME respondents observe that this will strengthen the role that they can play in addressing gender in the GWM&E commenting that whilst the *“opportunity, capability and mandate of DPME encompasses oversight of gender in programming, without policy or legislative backing DPME does not have the institutional backing it would need to make gender a requirement in reporting or programming”*. In addition, once agreed upon within the MTSF and the APPs, these can be used by Treasury as a condition for budget allocations.

Respondents emphasise that for this role to be meaningful DoW must have a stronger, routine role in policy development: *“They are usually called in at the end to window dress / rubber stamp attention to gender. They should be part of review from the outset, so that policy fundamentals are gendered.”* (DPME Respondent)

In addition, over and above these specific changes, respondents also agreed that, DoW has a role in research into opportunities for greater gender leverage, such as policy evaluation and practical, evidenced advocacy for formalization of gendered processes.

Further, though not directly within the scope of this assignment it is noted that the challenges, with respect to the role of DoW in these processes, are attributed by DoW to the lack of resources and capacity. During this process respondents suggest though that the situation is, improving and DPME and DoW reported that there “*there are a number of issues that are being jointly addressed.*”

Respondents in this process also suggest that strengthening partnerships, both inside and outside of government, may also assist to expand the resource base for this work. Respondents suggest that one of the constraints to gender mainstreaming and oversight is the relatively weak civil society engagement and the absence of a cohesive partnership that brings civil society and government together to jointly research and determine priority indicators. This is contrasted with youth, where respondents suggest the advocacy, engagement, proactive collaboration and organised civil society provide opportunities for programming and public-civil cooperation.

## **4 Summary of recommendations**

### **1) Precedent, guidelines and policies:**

- a. All guidelines and policies should include a strong gender statement and, where relevant, substantial guidelines on gender in the context at hand. Documents should reflect on the implications of the policy for gender and gender programming and reporting.
- b. Returning to the concepts and agreements of the late 1990’s provides legal and policy bases to support gender-responsiveness. Any failure in the system to respond to gender is due to inadequate supporting policies and guidelines, and lack of implementation of these original policy intentions. The policy precedent and constitutional imperative are, however, already well-established. The clear and strong endorsement of the importance of establishing demographic equity in the FMPPI, backed by the considerable authority of Treasury, creates a basis for encouraging monitoring and reporting as well as including gender-responsiveness into performance management, and is existing policy which could be leveraged without protracted reform.

### **2) Input to the next NDP and MTSF:**

- a. There is an opportunity in the next NDP and MTSF to reflect on the priorities and consider ways in which the transformation imperatives of equity groups could be more effectively addressed. Each outcome should look into gender in its own setting, and should attempt to go beyond just disaggregating data.

### **3) Optimising gender in the MTSF:**

- a. There is an immediate opportunity to include carefully-selected, useful and relevant gender into agreed indicators in the MTSF, as supported by existing equity policy, at least requiring that these indicators be gender disaggregated.

- b.** There are several levels of indicators in the MTSF that should be more gendered:
    - Disaggregation – Existing government policy provides for disaggregation, paving the way for selecting indicators in the MTSF for which gendered data is a requirement.
    - Monitoring interventions that are specifically aimed at women as well as those interventions that are considered a priority to consider using a gender lens because of its role in the realisation of gender equity.
    - Gendered budgeting, as an objective under Outcome 14.
    - Policy review and omissions of gender in key policies.
  - c.** All 14 Outcomes in the MTSF need two elements to deal with equity (gender, race, disability, youth):
    - Firstly – an equity performance indicator is needed which monitors progress and implementation of the Gender Framework, and monitors how the causes of inequity are being addressed. This could encompass how the MTSF will address equity, addressing key strategic, social and developmental concerns where equity focus is needed.
    - Secondly – one or two of the existing indicators should focus on monitoring equity – and should be disaggregated by all groups, by the relevant Outcomes Manager, drawing on existing gender data. These indicators would be reported in the normal MTSF quarterly progress reports, and be shared with DoW as needed
- 4) Optimising gender in the APPs:**
- a.** DPME has responsibility for reviewing the APP's against agreed criteria. Introducing a stronger gender lens could yield important changes in the system. DPME and DoW have progressed this idea already, and agree that including a gender frame into this review process would be valuable.
  - b.** Guidelines should be developed that inform the ways in which gender should be addressed in the APPs. This should be coupled with a process of working with departments to ensure that the guidelines are binding, understood and can be applied.
  - c.** DoW should work with DPME to urgently engage with selected 2018/2019 APPs to insert minimum set of indicators into the plans in consultation with the departments. Learning from this could then inform the longer term process. This will require very rapid action.
  - d.** APPs should include outward-focused, programme and beneficiary indicators, which allow for an analysis of the extent to which young girls and women benefit from the policies, programmes and services of the department.

- e. APP guidelines to this effect should be developed and discussed with relevant departments, prior to the next APP cycle.
- f. High gender-impact sectors should also monitor and plan activities for gendered programming in their more detailed branch operational plans.

**5) Optimise gender in evaluations:**

- a. Institutionalise the requirement for gender to be considered in all evaluations. Respondents argue that gender should not be an optional theme, rather an evaluation where gender is deemed not relevant should justify this stance.
- b. Introduce a key question in the Guideline on Developing Terms of Reference, to ensure that gender is foregrounded gender in the evaluation process.
- c. Provide additional guideline on how to use a gender lens when commissioning, designing and implementing evaluations.

**6) Include gender in internal equity and gender-rights performance measures:**

- a. Gender performance indicators could be included in the standard set of management indicators in the PMDS. These performance indicators should include milestones for implementing transformation against a practical set of data in HoD performance measures. This could allow for proactively driving improved public service equity during recruitment, and should certainly include safe and effective measures to address sexual harassment .
- b. The MPAT should strengthen compliance by monitoring the extent to which departments have realised agreed equity targets (and where needed have put in place interventions to do this). Further, the MPAT should focus on whether departmental strategies are in line with broader gender imperatives, as set out in the NDP.

**7) Integrate gender-responsiveness with budget approval mechanisms:**

- a. Gender-responsive budgeting and planning support the project cycle, and are central to encouraging gender-responsiveness, provided the expectations are reasonable, affordable and achievable. Mainstreaming of gender into each step in the planning and budget approval cycle, with policy for gender accountability integrated into budget approval, would provide the necessary mechanism to support consistent and habitual gender-responsiveness.

**8) DoW as a central coordinating function:**

- a. DoW should play a stronger role of ensuring that monitoring and evaluation practices respond to the gender imperatives. There should be institutional mechanisms put in place to link the work of DoW with that of DPME and other key transversal departments like the DPSA and the National Treasury – to ensure alignment and common approaches to implementation of gender policies across government.

- b. Coordination by DoW should extend to data flow with Stats SA and DPME in particular, to ensure that the rich, gender-sensitive data sources in StatsSA and sector departments, are used optimally in planning, reporting and evaluation processes.

**9) Optimise the role of Gender Focal Persons:**

- a. GFPs have potential to support the drive for gender-responsiveness with capacity enhancement, if they are endorsed by the authority of HoDs, and if their performance is directly linked to the performance management expectations of HoDs.
- b. The role of GFPs should become more strategic and their influence enhanced by direct backing of senior management. This backing would be achieved if the GFP-specific workplan, for which the HoD is ultimately responsible, included: i) projects as usual; ii) review of all new policy or policy revisions to ensure that equity is included in policies; iii) review of the Departmental APP for gender at appropriate points; iv) formally collating gendered data where agreed.
- c. Current capacity and authority within GFPs fall considerably short of level of functioning, and optimising the roles of GFPs would require investment in capacity, including training.

**10) Capacity building:**

- a. Training on gender concepts, rights and the drivers of gender inequity should be provided to key units, as well as more broadly throughout DPME and among decision-makers in core sector departments.

**11) Case – Outcome 1 – Education:**

- a. There is a great deal of potential for coherent gendered analysis between DBE, DPME and DoW, supported by data collected by StatsSA. In order to achieve focus, consider the key levers for gender transformation and select indicators against which change will be measured. Based on this, ascertain data gaps, priorities for the APP, and indicators for the MTSF.

**12) Case – Outcome 4 – Economy:**

- a. Disaggregate the three priorities (women, small business and youth) in the 9-Point Plan to rapidly provide motivation to ensure that all three are given suitable emphasis. Invest in advocacy in less gender-responsive key departments, such as DTI, through oversight of APPs and introduction of carefully selected MTSF indicators.

**13) Case – Outcome 5 – Skills:**

- a. Continue to provide encouragement where mature M&E systems exist, and disaggregated data and gendered programming are relatively achievable. Areas where M&E data has been weak and there are concerns with respect to

gender (such as in certain occupations) there would need to be a focus in order for gender-responsiveness to be achieved.

**14) Gendered evaluation plans:**

- a) Every NEP, DEP, PEP to include at least one planned evaluation of a mainstreamed or targeted programme or policy in relation to gender equality and women's empowerment (GEWE). This may be an evaluation of the gender-responsiveness or extent to which a national, sector, Departmental or provincial programme, project or policy contributes to GEWE or an evaluation of a targeted policy or programme, i.e. a programme which specifically targets the empowerment of women. We do not need to specify the type of evaluation in this regard.
- b) **Gendered evaluation questions:** Every planned evaluation using public money should include at least one gender-responsive question, theory of change pathway (does the TOC differ for men and women?), data disaggregation/ data collection, investigation and recommendations. This means that this should be specified within the TOR for such evaluation.

## **5 Conclusions**

This report has found that whilst there are concerns about the pace of change and gender transformation, there is a strong framing of the imperative for gender equity. This is captured in the NDP as well as the focus on equity that underpins many of the policies and guidelines. Despite this, performance around equity is weak, especially for race, gender and disability.

Greater analysis and use of existing data, and far more concerted gender-responsive programming, depend on *“enforcement of policy, or development of stronger equity policy”* (DPME respondent). These, along with the training and tools at several levels, and across all sectors are necessary to improve gender equity.

Finally, it is recognised that whilst this report has suggested mechanisms by which the formal GWM&E system can integrate gender responsive indicators, this does not preclude the need for DoW to play an important role in research into opportunities for greater gender leverage, such as policy evaluation and practical, evidenced advocacy for formalization of gendered processes.

## **Annex 1: List of documents reviewed**

- AGDEN (2016) Gender-responsiveness Diagnostic Report of National Monitoring and Evaluation Systems in South Africa, Uganda And Benin. May 2016
- DBE (2016) National Senior Certificate - Diagnostic Report 2016.
- DPME (2007) Policy Framework for the Government-wide Monitoring and Evaluation System
- DPME (2011a) National Evaluation Policy Framework. 23 November 2011
- DPME (2011b) Performance Assessment Tool (PAT) Framework Document, Version 1
- DPME (2012a) Guidelines 3.1.5. Functions of an M&E Component in National Government Departments
- DPME (2012b) MPAT Tool Implementation Guide.
- DPME (2012c) Midterm Review of the Priorities of Government. March 2012
- DPME (2013a) Medium Term Strategic Frameworks (MTSF) for all 14 Outcomes, and a selection of MTSF reports. <http://www.poa.gov.za>
- DPME (2013b) A Framework For Strengthening Citizen-Government Partnerships For Monitoring Frontline Service Delivery. August 2013
- DPME (2015) Socio-Economic Impact Assessment System (SEIAS) Guidelines
- DPME (2017) Overview Report On Implementation Of The Nine Point Plan
- DPME (2017) Socio-Economic Impact Assessment System (SEIAS) Final Impact Assessment Template (Phase 2)
- DPSA (2006) A strategic framework for gender equality within the public service (2006 – 2015)
- DPSA (2007) Personnel Management and Development System
- DoW (2017) Draft ToR - Appointment of a Service Provider to Provide a Gender Responsive Planning & Budgeting Roadmap on Women Empowerment in the Republic of South Africa
- Genesis (2017) Evaluation of the National Evaluation System.
- Goldman & Mathe (2014)
- National Planning Commission (2012) National Development Plan 2030: Our future - make it work.
- National Treasury (2007a) Framework for Managing Programme Performance Information (FMPPi)
- National Treasury (2007b) A Framework for Strengthening Citizen-Government Partnerships for Monitoring Frontline Service Delivery. August 2013
- National Treasury (2010) Framework for Strategic Planning and Annual Performance Planning (FSAPP)
- Sadie, Y. (2011) Gender policy and legislation during the first 20 years of democracy. Strategic Review for Southern Africa, Vol 36, No 2



Statistics South Africa (2010a) General Household Survey 2010 – Focus on Schooling  
[www.poa.gov.za/education/.../GHS%202010%20\(Focus%20on%20schooling\).pdf](http://www.poa.gov.za/education/.../GHS%202010%20(Focus%20on%20schooling).pdf)

Statistics South Africa (2010b) South African Statistical Quality Assessment Framework:  
Operational Standards and Guidelines (SASQAF). First Edition.

Statistics South Africa (2016) General Household Survey. Statistical release P0318

## **Annex 2: List of people consulted**

### **Interviews**

Cara Waller, Programme Manager: Twende Mbele, Center for Learning on Evaluation and Results (CLEAR-AA), Wits University

Euody Mogaswa, DPME

Josephilda Nhlapo-Hlope, DPME, Outcome Facilitator: Outcome 14 - Nation Building

Ian Goldman, DPME

Leonard Nkuna, DPME

Rendani Manugu, DPME and Twende Mbele

Rudi Dicks, Outcome Facilitator: DPME, Outcome 4 – Economy

Stanley Ntakumba, DPME and Twende Mbele

Thabo Mabogoane, DPME, Outcome Facilitator: Outcomes 1 and 5 - Basic Education and Skills

### **Workshop participants:**

#### **Gender-responsiveness of the National M&E Systems, 24<sup>th</sup> January, Equestria, Pretoria**

Annette Griessel, Department of Women

Ayako Kubodera, UN Women

Cara Waller, Twende Mbele

Carmel Marock, Singizi Consulting

Dikeledi Moema, Department of Social Development

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Harsha Dayal, DPME

Ian Goldman, DPME

Josephilda Nhlapo-Hlope, DPME

Laila-Ruth Smith, CLEAR-AA

Lillian Hlokoa, DoW

Nyameko Madikane, Department of Social Development

Rendani Manugu, DPME and Twende Mbele

Rubbah Raletsemo, Commission for Gender Equality

Ruth Ntlokotse, NUMSA

Stanley Ntakumba, DPME and Twende Mbele

Tracey Konstant, Singizi Consulting

Wendy Mogoronga, Khulisa Management Services

## Annex 3: Gender diagnostic matrix: Review by Singizi

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
<b>I. A review of Government Wide Monitoring and Evaluation System</b>				
<b>Documents reviewed:</b>		PF for the GWME (2007), Role of Offices of the Premier in Government Wide M&E: Good practice guide (2008), FMPPI (2007), SASQAF (2010), NEPF (2011), Framework for strengthening citizen-government partnerships: monitoring front line service delivery (2013), MPAT framework (2011). Reference is also made to the Strategic Framework for Gender Equality in the Public Service (2006 – 2015).		
1	<b>Gender Equality</b>	<b><i>How responsive are existing laws, legislations, National Development Strategies, or NEP to GE?</i></b>		
1.1	Number, quality and context of mentions of Gender equality in the NEP policy/statement	<p>Gender is mentioned once in GWMEPF as a critical M&amp;E competence (within the M&amp;E skills set).</p> <p>In addition, in ‘The Role of Offices of the Premier in Government Wide M&amp;E: Good practice guide’ (2008) stipulates in relation to reporting by Provinces: that there is a need to report in relation to gender and highlights the need to collect data in terms of gender.</p> <p>Further the citizen monitoring framework highlights the need for CBM instruments to take the needs of women into account (monitoring front-line delivery)</p>	<p>GWMEPF: p16</p> <p>The Role of Offices of the Premier in Government Wide M&amp;E: Good practice guide, 2008; (page 12 and 35)</p> <p>Monitoring front line delivery (page 21)</p>	1
1.2	Number, quality & context of mentions of Equity/human rights/women’s rights in NEP	<p>2nd principle in GWMEPF states that M&amp;E should be rights-based</p> <p>The Role of Offices of the Premier in Government Wide M&amp;E: Good practice guide’ (2008) highlights the need for the PGDS to address equity.</p> <p>Rights mentioned in Foreword of NEPF</p> <p>FMPPI highlights the need to ensure equity when understanding performance and highlights the need for government departments to consider equity as a key indicator of performance and to therefore ensure that data collected measures equity. It further that equity indicators explore whether services are being provided impartially, fairly and equitably. It also highlights the role of treasury in monitoring equity (page 18), which is confirmed in the GWME (page 18) It also highlights the needs for such</p>	<p>GWMEPF: p3 (principles) and page 18 (equity)</p> <p>The Role of Offices of the Premier in Government Wide M&amp;E: Good practice guide, 2008’ (page 12)</p> <p>FMPPI (page 7, 8, 9)</p> <p>Monitoring front line services (pages 4, 8, 10, 16)</p>	2

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
		<p>reports to be tabled at the SA Human Rights Commission (page 15)</p> <p>Monitoring front line services highlights the importance of right to access information, right to services, educating citizen on their rights and citizens right to monitor government</p>		
1.3	Degree to which the NEP proposes/ engages/reflects or refers to fighting, reducing or eliminating poverty	<p>GWME provides the need to understand the impact on reducing poverty and states that this as a crucial competency (within M&amp;E skill sets) Principles include the for M&amp;E to be development oriented and indicates that, "Poverty's causes, effects and dynamics are highlighted and the interests of poor people are prioritized above those of more advantaged groups.</p> <p>Also notes that the Constitution requires that all three spheres of government work together and participate in development programmes to redress poverty, under-development, marginalisation of people and communities.</p> <p>Role of Offices of the Premier in Government Wide M&amp;E states that, "the Premier's Office needs to monitor progress in relation to the long term impacts delineated in the PGDS, such as poverty eradication". It also highlights the war against poverty as a priority.</p> <p>FMPPI highlights as an example of impact, "results of achieving specific outcomes, such as reducing poverty and creating jobs".</p> <p>SASQAF highlights the need for a South African definition of poverty</p> <p>No mention in NEPF</p>	<p>GWMEPF: p2, 3, 16, 17</p> <p>Role of Offices of the Premier in Government Wide M&amp;E (page 35)</p> <p>SASQAF (page 54)</p> <p>FMPPI (page 6)</p>	2
1.4	Number & degree of implementation of named national laws which guarantee gender equality & women's empowerment	<p>Constitution of South Africa 1996, Commission for Gender Equality Act 1996, Women Empowerment and Gender Equality Bill (2013), National Gender Policy Framework, Gender Equality Strategic Framework,</p>	<p>As listed and including the workshop which highlighted challenges in this regard,</p>	2

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
		Gender Policy Framework for Local Government) South Africa's National Policy Framework for Women's Empowerment and Gender Equality  These laws are in place and implemented though there is not yet evidence that there is effective gender equality in many spheres.		
1.5	Number and stage of legislations awaiting passage which protect or guarantee gender equality and or social protection	None	Not applicable	n/a
1.6	Number & types (names) of International human & Women's rights conventions, declarations, signed, ratified & domesticated.	Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), SADC Protocol on Gender and Development, Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs), Beijing Platform for Action (BPFA), The Protocol to the African Charter on Human and People's Rights on the Rights of Women	As listed in previous column	3
1.7	Nature of national response to International human & Women's rights conventions, declarations etc e.g. BPfA, AU's Maputo Protocol		<b>Need to review which reports, who submits, etc</b>	Unkn wn
1.8	Number & type of reference made of International human & Women's rights conventions, declarations in NEP and /or National Strategy/ies	The Role of Offices of the Premier in Government Wide M&E: Good practice guide (2008) stipulates in relation to reporting by Provinces: South Africa is also a signatory to a number of international conventions, which also requires harmonisation with national and provincial plans. This would include reporting in relation to gender and disability.	Role of Offices of the Premier in GWME (2008): p12	1
1.9	Type & quality of advocacy in support of a gender responsive NEP	Documents do not specifically highlight the need for such advocacy though the emphasis on disaggregated data provides a basis for this advocacy. There is also strong advocacy for the gender-responsiveness of these	Based on workshop and other interviews as well as with reference to points already made.	2

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
		documents to be addressed including by DoW, CGE and Civil Society.		
1.10	Degree to which the legislature, govt, donors, VOPEs champion and advocate for gender responsive national evaluation practice	There have been advocacy initiatives in this regard including an indication that CLEAR has argued for a focus on gender in the evaluation of the NEP. Further DoW is working with DPME in this regard.	Based on workshop.	2
1.11	The NEP is legislated and in full implementation	There is legislation in place and evidence of implementation,	This is evidenced by the documents that have been reviewed in this process as well as with reference to the evaluations of the system that have been undertaken (most recently the Genesis review)	3
1.12	The NEP provides/includes a results based framework for tracking public policy performance	The key purpose of the government wide monitoring and evaluation system, policies and frameworks is to encourage the tracking of public performance though there is debate about the extent to which this imperative is being realised.	As per previous lists.	2
1.13	The NEP provides/stipulates gendered indicators/indices for tracking public policy performance	This is as per the previous points where there is an indication that data should be disaggregated in terms of gender.  In addition there is reference to gender equality in employment (including the need to ensure that data is disaggregated) both within the public sector (Strategic Framework for Gender Equality as well as the MPAT standards) and more broadly (employment equity act).	As per previous lists.	1
1.14	The degree to which the NEP provides/includes a results based framework which includes gender responsive indicators	There are a limited number of indicators in the MTSF that relate to gender though there are more gender related indicators in departmental APPs (see full report)	See Singizi report on the extent to which the GWM&E system is gender responsive	1
2	<b>Public Policy Evaluation Decision Making</b>			
2.1	The NEP addresses when, what and how to evaluate public policies	Addressed in the NEPF which stipulates policies in this regard.. This is given further expression in the FMPPi which indicates the relationship between these frameworks,	As per the previous lists.	3
2.2	The NEP stipulates gender responsive	This indicator has reference to the previous points made regarding gender and equity. There is not an explicit	As per the previous lists	1

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
	evaluation of public policies	indication of this imperative though it is implied in the framework as already outlined.		
2.3	The NEP provides guidelines for the use of evaluations	<p>NEPF: table with uses, Section 4.5. Further the review of the NEPF places emphasis on the extent to which evaluations have been used. It does though highlight challenges in this regard.</p> <p>In addition this is reinforced in the FMPPi where it indicates the processes and mechanisms to facilitate corrective action. where relevant. It also indicates that regular monitoring and reporting of performance against expenditure plans and targets enables managers to manage by giving them the information they need to take decisions to keep service delivery on track. The information should help managers establish:</p> <ul style="list-style-type: none"> <li>• What has happened so far?</li> <li>• What is likely to happen if the current trends persist, say, for the rest of the financial year?</li> <li>• What actions, if any, need to be taken to achieve the agreed performance targets?</li> </ul> <p>Measuring, monitoring and managing performance are integral to improving service delivery.</p>	<p>NEPF: p7, 14                      GWMEPF: p3                      FMPPi: p12, 13-14</p>	2
2.4	The NEP stipulates how evaluation of public policies can be used to improve gender equality & women's empowerment	Not directly addressed though there are examples of evaluations that support this imperative both in terms of evaluations that focus on public policies that directly address issues that are fundamental to gender equity (such as addressing GBV) as well as those that consider the participation of women in certain programmes .		0
2.5	The NEP stipulates mandatory segregation of data by sex	<p>SASQAF: no direct mention is made of gender or data segregation, but it is indirectly implied through the Stats SA definition of data quality in term of "fitness for use". The eight dimensions of quality include: relevance, accuracy, timeliness, accessibility, interpretability, coherence, methodological soundness and integrity.</p> <p>As indicated previously, the Role of Offices of the Premier in Government Wide M&amp;E: Good practice guide (2008) stipulates in relation to reporting by</p>	<p>See Singizi report on the extent to which the GWM&amp;E system is gender responsive</p> <p>Role of Offices of the Premier in GWME (2008): p12, 35</p>	1

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
		<p>Provinces: that there is a need to report in relation to gender and highlights the need to collect data in terms of gender</p> <p>There are a number of areats where data is routinely disaggregated in terms of gender.</p>		
3	<b>Participation</b>			
3.1	To what degree does the NEP mandate the participation and inclusion of women, men, girls and boys in the design and implementation of public policy evaluations	<p>The GWME framework highlights the importance of ensuring active participation and inclusion. For example in Principle 1 it states that there is a need to ensure that "Voice is provided to historically marginalized people." and "Traditionally excluded interests are represented through out M&amp;E processes."</p> <p>This is reinforced in the monitoring of frontline document which highlights the need for effective participation.</p> <p>However there is no explicit mention of the role of women in these processes.</p> <p>The CGE, which was established in terms of Section 187 of the Constitution of the Republic of South Africa in order to promote respect for gender equality and the protection, development and attainment of gender equality is a key player in this regard, though plays an important role in the review of policies and programmes from a gender perspective.</p>	GWMEPF: p3	1
3.2	To what degree does the NEP provide for the participation of VOPEs and other stakeholder groups in public policy evaluations?	<p>The importance of stakeholder involvement and inclusion is emphasised throughout the GWMEPF: This is reinforced in the NEPF that highlights the importance of stakeholder involvement for ensuring the legitimacy of evaluations.</p>	GWMEPF: p8 NEPF: p15, 16	3
3.3	To what extent does the NEP recognise/support/stipulate the use of 'Champions'	<p>The NEPF states that, "In order for this Policy Framework to be implemented it needs a champion (DPME) but also needs broad buy-in across government. An Evaluation Technical Working Group has been established to support DPME in taking forward evaluation nationally.</p> <p>This includes the main departments with evaluation capacity, plus the PSC, DPSA, National Treasury and the</p>	NEPF: p18	2



#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
		Auditor General”.		
3.4	The extent to which the NEP anticipates and allows the participation of professional evaluators, gender & human rights activists & specialised VOPEs in evaluations?	The NEPF highlights the importance of, “This group of experienced evaluation professionals will meet on a regular basis to discuss issues such as the national evaluation plan, policy documents, technical guidelines and capacity building”. However whilst it encourages the participation of stakeholders (as mentioned previously) it does not specifically mention the role of activists including gender activists.	NEPF: p18	1
4	<b>Evaluability, Review &amp; Revision</b>	<b><i>Policies are often time bound and to be effective, good practice suggests, that they usually need to be reviewed, assessed and revised</i></b>		
4.1	Does the NEP provide for evaluability assessments, reviews and or revision based on national and international gender mainstreaming best practice?	The GWME provides a detailed descriptions of review processes (and for example states as a guiding principle for implementation that there will be: "Regular review of the implementation plan against milestones Implementing the GWM&E Policy Framework will no doubt be a learning process. Doubtlessly implementation challenges, unforeseeable at this time, will arise. There needs to be mechanisms to respond to these challenges, engage with relevant stakeholders and modify the implementation plan if required."  This understanding is reinforced in the FMPPi and the NEPF,  However these review processes are not specific for gender mainstreaming.	As per listed documents.	1
4.2	To what extent does the NEP provide for reviews by different stakeholder groups especially women, feminist & gender equality groups	As indicated the role of stakeholders is specified in these documents though not specifically with respect to gender activists etc.		1
4.3	Has the current NEP undergone a review, assessment or evaluation since it was created?	Both the Outcomes system that is supported by the GWM&E system and the NEPF system have been evaluated since they were created.	Genesis report as well as other reports (implementation forum and the outcomes system).	2
5	<b>Sustainability</b>			
5.1	How adequate are the measures to integrate the current NEP with gender mainstreaming best practices and or	The DoW and DPME are working on a process to give this effect though it has not been completed.	See Singizi report on the extent to which the GWM&E system is gender responsive	1

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
	the elements from the national gender policy or guidelines?			
5.2	What is the lifespan of the current NEP?	Not stipulated, but medium term plans and annual plans are developed.	NEP 2012/13, NEP 2013/14-2015/16, NEP 2016/17-2018/19	3
5.3	How developed are the efforts/measures to extend the life & effects of the NEP beyond the life of the current NEP?	<b>Unclear of this indicator</b>		unknown

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
<b>II National Evaluation System (NES): Institutional Arrangements &amp; Capacities, Processes &amp; Procedures</b>				
1	<b>Gender Equality</b>	<b>The degree to which existing (NES) institutional arrangements are adequate, appropriate and responsive to women's rights &amp; gender equality</b>		
1.1	To what extent does the National Evaluation framework identify an adequate/optimal structure or architecture for gender responsive evaluation?	None specified.	As per listed documents	1
1.2	To what degree does the national gender machinery play a role in national evaluations?	Formed in the late 90s the National Gender Machinery is an institution, with membership of relevant sectors and departments, including the DoW and CGE. Its effectiveness is not clear from this review.  DoW participates in certain evaluation and there is a process in which DoW and DPME are working together to extend the gender-responsiveness of the MTSF. However it appears that there are a number of areas which still need to be clarified in this regard.	See Singizi report on the extent to which the GWM&E system is gender responsive	1

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
1.3	To what degree does the main ministry/agency responsible for national evaluations engage or involve others e.g. VOPEs and gender equality advocates?	<p>DPME is the main ministry responsible for evaluations, and it may routinely involve StatsSA, but few other stakeholders outside of responsible sector departments</p> <p>As indicated civil society organisations are involved in the process including through SAMEA.</p> <p>Further, the CGE is committed to promoting gender equality in South Africa through effective monitoring and litigation.</p>		1
1.4	To what extent have the key ministries mainstreamed gender (analysis, responsiveness etc) in their routine operations, programmes & projects?	<p>The Department of Women champions gender mainstreaming and the DoW Strategic Plan for 2015-2020 prioritise gender mainstreaming efforts in all government departments and specifically the socio-economic empowerment of women.</p> <p>The DoW and DPME have reviewed the APPs of departments within the economic cluster and have highlighted the challenges with respect to gender mainstreaming. Reports though show ways in which gender is being addressed though the focus remains on the numbers of women in initiatives.</p> <p>The review highlighted the ways in which gender is being addressed in other key departments. It also highlights the views about the way in which gender should be mainstreamed in each outcome rather than being reduced to one outcome. At present the view is that the focus remains on the number of women rather than on gender priorities.</p>	See Singizi report on the extent to which the GWM&E system is gender responsive	1
1.5	How gender sensitive is the institutional culture in the ministries & agencies with responsibility for national evaluations?	<p>The departments focus on ensuring that staff profiles are in line with the equity requirements within the public service (<i>not certain of actual figures</i>).</p> <p>Not certain whether an institutional culture assessment has been done.</p>	<p>See Singizi report on the extent to which the GWM&amp;E system is gender responsive</p> <p><b>Unsure if there has been an institutional culture audit.</b></p>	1

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
		<p>There are though individuals responsible for addressing gender issues within DPME but the extent to which this permeates the department is uncertain.</p> <p>Respondents in a Twende Mbele workshop raised patriarchal culture as a major constraint to gender-responsiveness, with sexual harassment being a commonplace complaint, with no formal recourse.</p>		
-1.6	To what extent do these ministries and agencies undertake institutional gender audits?	They are constitutionally required to do and reports are submitted. The CGE has an online system to submit the information. Most of it focuses on employment equity ( <i>not certain of actual figures</i> ).	<b>Need to review actual figures.</b>	2
1.7	How adequate is the gender analysis, gender responsive evaluation, social & poverty analysis knowledge of relevant staff in these ministries?	<p>Relevant DPME officials appeared to be knowledgeable in this regard. This is also true of DoW and CGE. There are strong gender capabilities in several units of DBE. No assessment was done in other departments.</p> <p>Respondents in the Singizi review stated that training on gender concepts and gender-related rights was necessary in DPME and all relevant sector departments.</p>	See Singizi report on the extent to which the GWM&E system is gender responsive	2
1.8	How gender responsive are the procedures & guidelines for national evaluations?	<p>None of the DPME guidelines specify gender or women. This includes the Guidelines related to developing Terms of Reference.</p> <p>Gender equality in service providers and evaluation ethics are mentioned in the DPME Standards for evaluation in government (2014).</p>	Documents listed	0
1.9	To what extent is the procurement process for national evaluations responsive to gender equality?	<p>Procurement is in line with the national framework which stipulates the need to consider gender as well as other priorities in the scoring of tenders. The national procurement policy states that, "Greater participation in the economy and more diversified representation of blacks and gender in ownership is essential" and therefore commits to promote women.</p> <p>SEDA also keeps records of the number of women entrepreneurs.</p>	SA Government Procurement Guidelines	2

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
1.10	How effective has the advocacy for gender responsive national M & E system been to date?	As indicated previously DoW has been working with DPME in this regard. CGE has also been involved in this process and there has also been efforts made by civil society groups.	See Singizi report on the extent to which the GWM&E system is gender responsive	1
2	<b>Gender Budgeting (financing gender equality)</b>			
2.1	How adequate is the national budget allocated to the NES?	DPME as a national department and has a budget of R995 670 (2019/2020). This includes all of its responsibilities.	DPME APP 2017- 2018	3
2.2	How adequate is the budget for the national gender machinery to play a supporting role in national evaluations?	Since 2014 there is a Department of Women. In addition the CGE has a budget that is allocated from the fiscus. In addition there are gender focal points in departments though there is a debate about the capacity of these individuals.	See Singizi report on the extent to which the GWM&E system is gender responsive	1
2.3	To what degree are gender equality & women's rights VOPEs funded from/by the national budget i.e. government to support national evaluations?	There are a limited number of evaluations that address issues such as GBV. However as indicated previously there is a need to review the guidelines for evaluations so that gender is effectively addressed in other key areas.	See Singizi report on the extent to which the GWM&E system is gender responsive	1
2.4	How adequate is the budget for upgrading relevant skills in gender, social & poverty analysis for staff in key NES agencies?	<b>Uncertain</b>		Unknown
2.5	How adequate is the financing of the National Statistics Office to produce gendered statistics?	This is part of their existing budget.		3
2.6	How adequate is government funding for producing, publishing and distributing guidelines, manuals etc for integrating gender in national evaluations?	This is part of their existing budget.		1
2.7	To what degree do others i.e. donors, private sector, NGOs, etc supply the funds for integrating	There appear to be a number of initiatives funded through these sources though there is a view that this could be augmented further.	See Singizi report on the extent to which the GWM&E system is gender responsive	2

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
	gender in national evaluations?			
2.8	To what extent are the guidelines for financing gender responsive evaluations adequate and appropriate?	None found	None	0
3	<b>Decision Making</b>			
3.1	To what extent does the responsible ministry or agency determine national evaluation schedules?	The DPME is fully responsible and produces a National Evaluation Plan annually.	National Evaluation Plans 2011/12, 2012/13-2014/15, 2015/16-2017/18, 2016/17-2018/19, GWMEPF p10	3
3.2	How much authority does the national gender machinery have to determine the methodology for national evaluations?	The NGM does not have a consistent voice in these processes.  DoW may review and give input to policies and ToR, but offers an advisory role, without substantial authority	See Singizi report on the extent to which the GWM&E system is gender responsive	10
3.3	To what extent do gender equality advocates and VOPEs contribute to improving the gender-responsiveness of national evaluations?	This is currently in process. There are though challenges that need to be addressed in order to realise this imperative.	See Singizi report on the extent to which the GWM&E system is gender responsive	2
3.4	To what extent can the national gender machinery influence the budget of national evaluations to improve their gender-responsiveness?	There is a process in place to ascertain how to most effectively influence the nature of the evaluations. Thus the key issue is not the budget but ensuring more effective integration of gender into existing evaluations. There is also a need to create the space for the NGM to determine priority evaluations.	See Singizi report on the extent to which the GWM&E system is gender responsive	1
4	<b>Participation</b>			
4.1	To what extent are other ministries & agencies involved with national evaluations?	GWMEPF stipulates that all government departments and agencies are part of GWM&E (more than just evaluations) both through the outcome system and in the context of the national and provincial evaluation plans.	GWMEPF and NEPF	3
4.2	To what degree does the main ministry/agency	The DPME partners with SAMEA (VOPE). There are also certain	See Singizi report on the extent to which the	1

#	INDICATOR	EXPLANATION	EVIDENCE	SCORE (0-3)
	responsible for national evaluations engage or involve others e.g. VOPEs and gender equality advocates?	partnerships with gender equality advocates.	GWM&E system is gender responsive	
4.3	How effectively do the institutions with responsibility or specialist knowledge in/for evaluations in the country collaborate?	SAMEA, DPME, PSC and other role-players collaborate very closely especially regarding knowledge sharing and capacity building through conferences and workshops.		3
5	<b>Sustainability</b>			
5.1	To what extent will the NES remain in the national budget?	It is institutionalised and therefore is likely to be sustained.		3
5.2	To what degree will next year's budget for improving gender responsive national evaluations increase or decrease?	There is a stated commitment to increasing this allocation but this will need to be confirmed over time,	See Singizi report on the extent to which the GWM&E system is gender responsive	1

## Annex 4: The full MTSF indicator framework – gendered and genderable indicators

The MTSF includes 14 outcomes, each of which has sub-outcomes, intended impacts and indicators. The following table presents the indicators in each where gender is relevant, and notes the degree of gender-responsiveness in the currently applied M&E reporting systems.

Key 2019 indicators	Gender in MTSF?
<b>OUTCOME 1: EDUCATION – QUALITY BASIC EDUCATION</b>	
<b>SUB-OUTCOME 1: Improved quality of teaching and learning through development, supply and effective utilisation of teachers</b>	
The average hours spent by teachers on professional development activities per year	No
Number of teachers who have written the Self-Diagnostic Assessments	No
Percentage of teachers meeting required content knowledge levels after support	No
Percentage of learners in schools with at least one educator with specialist training on inclusion	No
Number and percentage of Funza Lushaka bursary holders placed in schools within six months of their completion of studies or upon confirmation that the bursar has completed studies	No
Number of qualified Grade R-12 teachers aged 30 and below, entering the public service as teachers for the first time during the financial year.	No
Percentage of learners who are in classes with no more than 45 learners	No
Percentage of schools where allocated teaching posts are all filled DBE App??	n/a
Teacher absenteeism rate per year	No
<b>SUB-OUTCOME 2: Improved the quality of teaching and learning through provision of Infrastructure and learning materials</b>	
Number of schools built through the Accelerated School Infrastructure Initiative (ASIDI) that have reached practical completion and handed over to the beneficiaries for usage.	n/a
Number and percentage of public ordinary schools provided with water supply; provided with electricity supply; supplied with sanitation facilities in line with agreed norms and standards per year	n/a
Number and percentage of learners provided with required textbooks in all grades and in all subjects per annum	No
Number and Percentage of Grade 1-9 learners provided with required workbooks per grade per year	No
Percentage of learners having access to information through (a) Connectivity (other than broadband) (b) Broadband	No
<b>SUB-OUTCOME 3: Regular annual national assessments to track improvements in the quality of teaching and learning (ANA)</b>	
Policy detailing the role of Universal and Verification ANA and analysis published	n/a
Create item bank of high quality, valid, and reliable items	n/a
Items used in Universal ANA are piloted a year before being used, on learners matching target population for the assessment	n/a
Learner and teacher instrument is developed and piloted to collect background information	No
Annual report on statistical equivalence of Universal and Verification ANA	No
District ANA report produced for every district (by DBE) using Universal ANA	No
<b>SUB-OUTCOME 4: Improved Grade R and planning for extension of ECD</b>	
Percentage of Grade 1 learners who have received Grade R per year	No
Number and percentage of learners in qualifying public schools provided with workbooks for Grade R each year	No



Key 2019 indicators	Gender in MTSF?
Percentage of Gr 1 entrants who attended Gr R that are school ready	No
Number and percentage of Grade R practitioners with NQF level 6 and above qualification each year	No
Policy, detailed plans & strategies [for the introduction of compulsory two years before Grade 1] developed by June 2018 & critical preparatory strategies launched by the DSD and DBE	n/a
<b>SUB-OUTCOME 5: A credible, outcomes-focused planning and accountability system (building the capacity of the state to intervene and support quality education)</b>	
Proportion of principals appointed based on competency assessment processes	No
Proportion of principals who have signed performance agreements each year	No
Number and percentage of learners who complete the whole curriculum each year	No
Percentage of schools producing a minimum set of management documents at a required standard DBE APP	No
Number and percentage of SGBs in sampled schools that meet minimum criteria in terms of effectiveness every year	n/a
Percentage of learners in schools that are funded at a minimum level Prov APP	No
Percentage of schools with more than one financial management responsibility on the basis of assessment	n/a
Rate of utilization of SA-SAMS in public school (excluding WC)	n/a
Implementation evaluation of [the LURITS system] with clear recommendations on quality outputs and improvement in relation to tracking learner movement, progress, performance and completion	n/a
Percentage of schools visited at least twice a year by district officials (including subject advisers) for monitoring and support purposes	n/a
Percentage of school principals rating the support services of districts as being satisfactory.	No
Percentage of district managers whose competency has been assessed against criteria	No
Complete and consistent post-provisioning policy and regulations in place & proceed with implementation and monitoring.	n/a
Clear roles and functions for district offices and minimum competencies for district officials	n/a
<b>SUB-OUTCOME 6: Partnerships for a Strong Education System</b>	
Proportion of NECT activities implemented (in 8 districts)	n/a
No. of education dialogues per year	n/a
Number of innovations/approaches identified for incorporating in broader school system on the basis of impact on school and district performance through the NECT activities	n/a
<b>IMPACT INDICATORS</b>	
Percentage of learners in grades 3 achieving at 50% and above in the annual national assessments in literacy and numeracy per year	No
Percentage of learners in grades 6 achieving at 50% and above in the annual national assessments in home language; first additional language and in mathematics per year	No
Percentage of learners in grades 9 achieving at 50% and above in the annual national assessments in home language; first additional language and in mathematics per year	No
Number of Grade 12 learners passing at bachelor level in the national senior certificate examinations per year	No
Number of Grade 12 learners passing Mathematics at 50% or more in the national senior certificate examinations per year	No
Number of Grade learners passing Physical Science at 50% or more in the national senior certificate examinations per year	No

Key 2019 indicators	Gender in MTSF?
Average score obtained by Grade 6 learners in language in the SACMEQ assessment	No
Average score obtained by Grade 8 learners in mathematics in the Trends in International Mathematics and Science Study (TIMSS)	No
Percentage of 7 to 15 year olds attending education institutions	No
The percentage of children who turned 9 in the previous year and who are currently enrolled in Grade 4 (or a higher grade)	No
The percentage of children who turned 12 in the previous year and who are currently enrolled in Grade 7 (or a higher grade)	No
The percentage of youths who obtained a National Senior Certificate from a school	No
The percentage of youths who obtained any FET qualification	No
<b>OUTCOME 2: HEALTH - A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS</b>	
<b>SUB-OUTCOME 1: Universal Health coverage progressively achieved through implementation of National Health Insurance</b>	
National Health Insurance (NHI) Act Promulgated	n/a
NHI fund created	n/a
No. of central hospitals with standardised organisational structures and appropriate delegations	n/a
Review and expand progressively NHI Pilot project to other districts	n/a
No of NHI Fora Established	n/a
No of Dialogues with patients groups on NHI	n/a
No. of central hospitals with standardised organisational structures and appropriate delegations	n/a
<b>SUB-OUTCOME 2: Improved quality of health care</b>	
Regulations for the functioning of the OHSC promulgated and implemented	n/a
Functional Ombuds Person Office established	n/a
Proportion of Regional, Specialised, Tertiary and Central Hospitals compliant with the extreme and vital measures of the national core standards for health facilities	n/a
Status determination elements for Ideal District Hospitals	n/a
Percentage of Health Establishments that have developed an annual Quality Improvement Plan (QIP) based on a self- assessment (gap assessment) or OHSC inspection	n/a
Patient satisfaction surveys rate (proportion of health facilities that conduct patient satisfaction surveys at least once a year)	n/a
Patient satisfaction rate	n/a
Status determination elements for District Hospitals	n/a
Number of primary health care clinics in the 52 districts that qualify as Ideal Clinics	n/a
Patient experience of care (PEC) survey rate	No
Patient satisfaction rate	No
<b>SUB-OUTCOME 3. Implement the re-engineering of Primary Health Care</b>	
Number of functional WBPHCOTs	n/a
Number of Districts with fully fledged District Clinical Specialist Teams appointed	n/a
School Grade 1 screening coverage (annualised)	No
School Grade 8 screening coverage (annualised)	No
Number of primary health care clinics in the 52 districts that qualify as Ideal Clinics	n/a
Establish the National Health Commission	n/a
Percentage of women, men and children under five who are obese	Yes
Number of people counselled and screened for high blood pressure	No
Number of people counselled and screened for raised blood glucose levels	No

Key 2019 indicators	Gender in MTSF?
Percentage people screened for mental disorders, and Percentage of people treated for mental disorders.	No
Proportion of health facilities accessible to people with physical disabilities	n/a
Implementation of a comprehensive and intersectoral response to combat violence and injury, and significantly reduce the country's injury death rate	n/a
Number of Districts with a multi-disciplinary rehabilitation team (physiotherapist, optometrist, speech and hearing/audiologist, occupational therapist, medical orthotist/prosthetist)	n/a
Number of people using public PHC services screened for mental health disorders annually	No
Eliminate backlog of blood alcohol tests at Forensic Chemistry Laboratories	n/a
Roadside testing programme implemented to monitor driving under the influence of alcohol	n/a
<b>SUB-OUTCOME 4: Reduced health care costs</b>	
National Health Pricing Commission established	n/a
Regulations relating to the single exit price increase, dispensing fees published	n/a
Changes in tender price managed to not exceed inflation and currency variance	n/a
<b>SUB-OUTCOME 5: Improved human resources for health</b>	
Intake of Medicine Students increased	No
Percentage of Cuban trained doctors employed in the public sector	n/a
Number of nursing colleges offering the new nursing curriculum	n/a
Develop a standardised Nursing leadership structure for Provincial DoH	n/a
Norms for the provision of Human Resources for Health finalised and adopted	n/a
Number of Provincial Human Resources for Health Plans produced	n/a
<b>SUB-OUTCOME 6: Improved health management and leadership</b>	
Number of Health Departments receiving unqualified audit reports from the Auditor-General of South Africa (AGSA)	n/a
Number of primary health care facilities with functional clinic committees/district hospital boards	n/a
Number of districts with appropriate management structures for Primary health care facilities	n/a
Number of gazetted tertiary hospitals providing the full package of tertiary 1 services	n/a
Training programme for Hospital CEOs and PHC Facility Managers	No
Establish a national and international link of practising Health Managers	n/a
Establish a coaching and mentoring program for Health Managers	n/a
Knowledge hub developed and functional	n/a
<b>SUB-OUTCOME 7: Improved health facility planning and infrastructure delivery</b>	
Percentage of facilities that comply with gazetted infrastructure Norms & Standards	n/a
Number of additional clinics and community health centres constructed	n/a
Number of additional hospitals constructed or revitalised	n/a
Number of health facilities that have undergone major and minor refurbishment	n/a
<b>SUB-OUTCOME 8: HIV &amp; AIDS and Tuberculosis prevented and successfully managed</b>	
Number of HIV tests 10 years and above	No
TB clients 5 years and older screened at health facilities for TB symptoms rate	No
Percentage of inmates screened for TB annually	No
Percentage of mines providing routine TB screening	n/a
Number of community members in 6 Peri mining districts screened for TB	No
Percentage of correctional services centres conducting routine TB screening	n/a
Delivery under 20 years in facility rate	Yes
Number of male condoms distributed annually	Partly
Number of female condoms distributed annually	Partly

Key 2019 indicators	Gender in MTSF?
Number of males medically circumcised	Yes
Total clients remaining on ART (TROA)	No
TB new client treatment success rate	No
TB client lost to follow-up rate (formerly known as new pulmonary treatment defaulter rate)	No
TB death rate	No
TB MDR client lost to follow up rate	No
TB MDR client death Rate	No
MDR-TB confirmed treatment initiation rate	No
MDR treatment success rate	No
<b>SUB-OUTCOME 9: Maternal, infant and child mortality reduced</b>	
Antenatal visits before 20 weeks rate	Yes
Proportion of mothers visited within 6 days of delivery of their babies	Yes
Antenatal client initiated on ART rate	Yes
Infant 1st Polymerase Chain Reaction (PCR) test positive around 10 week rate	No
Immunisation coverage under 1 year (annualised)	No
DTaP-IPV-HepB-Hib3 - Measles 1st dose drop-out rate . 3rd dose and measles 1st dose by 2019	No
Measles 2nd dose coverage	No
Confirmed measles case incidence per million total population	No
Child under 5 years diarrhoea case fatality rate	No
Child under 5 years severe pneumonia case fatality rate	No
Child under 5 years severe acute malnutrition case fatality rate	No
Infant exclusively breastfed at dtap-IPV-Hib-HBV 3rd dose rate	No
Couple year protection rate	Yes
Cervical cancer screening Coverage	Yes
Human Papilloma Virus (HPV) Vaccine 1st dose coverage -	Yes
<b>SUB-OUTCOME 10 : Efficient Health Management Information System developed and implemented for improved decision making</b>	
System design for a National Integrated Patient based information system completed	n/a
<b>IMPACT INDICATORS</b>	
Life expectancy at birth	Yes
Under-5 mortality rate (u5mr)	No
Neonatal mortality rate	No
Infant mortality rate (IMR)	No
Child under 5 years diarrhoea case fatality rate	No
Child under 5 years severe acute malnutrition case fatality rate	No
Maternal mortality ratio (mmr)	Yes
Live Birth under 2500g in facility rate	No
<b>OUTCOME 3: SAFETY: ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE</b>	
<b>SUB-OUTCOME 1: Reduced levels of contact crime:</b>	
Completed safety audits/assessments in policing areas (station, cluster, provincial, national) (one every five years)	n/a
Customer satisfaction surveys on SAPS (Percentage improvement on customer satisfaction levels)	No
Number of reported serious crimes	No
Number of reported crimes against women	Yes
Number of reported crimes against children	No
Number of crimes for unlawful possession of and dealing in drugs reported	No
Number of audit reports related to Domestic Violence Act per year (CSP)	n/a
Increase the recovery of illicit drugs	n/a
Detection rate for contact crimes	No

Key 2019 indicators	Gender in MTSF?
Trial ready case dockets for contact crimes	No
Policy on removing barriers to reporting on sexual offences and domestic violence developed by CSP	Yes
Policy on the investigation and management of serial rape and serial murder developed by CSP	Yes
Conviction rate in sexual offences	Yes
Conviction rate for trio crimes (robbery at residential premises, robbery at business premises and or vehicle robbery/ car hijacking)	n/a
Number of provinces trained on therapeutic programs	n/a
Reviewed Policy Framework on Accreditation of diversion services	n/a
Number of provincial multidisciplinary committees on the Integrated Social Crime Prevention established	n/a
Number of people accessing the command centre [for gender-based violence]	Yes
Trafficking Persons Framework implemented	n/a
Number of Anti-Substance Abuse awareness Campaigns	n/a
Number of provinces targeted for capacity building on community based services	n/a
Number of Clandestine Drug Laboratories dismantled nationally	n/a
Number of drugs and arrests at all 72 Ports of Entry including trafficking in various forms	n/a
Departmental Drug Master Plan implementation Report submitted to Central Drug Authority annually	n/a
Reduction of Drugs and Human Trafficking at ports of entry	n/a
Percentage of sentenced offenders subjected to correctional programmes	No
Percentage of parolees without parole violations	No
Percentage of probationers without violations	No
Percentage of operational community police forums implemented at police stations according to set guidelines	n/a
Number of reports on school safety protocols produced	n/a
Percentage of school safety programmes implemented at identified schools	n/a
Sustained community outreach programmes at all levels	n/a
Number of established Community Safety Forums	n/a
Assessment of Community Safety Forums functionality	No
Percentage of trainees declared competent in the following policing areas: forensic sciences, crime investigations, aspects relating to crimes against women and children, and public order policing capability	No
Sustained community outreach programmes at all levels	n/a
<b>SUB-OUTCOME 2: An Efficient and Effective Criminal Justice System (CJS)</b>	
A CJS Business Plan (2016- 2019) aligned with Departmental Strategic Plans / APPs approved	n/a
Percentage of Business plan annual targets achieved by all stakeholders	n/a
Number of SMMEs used in environmental programmes	No
Number of criminal backlog cases in court reduced in line with the norms and standards of the Chief Justice	No
Percentage of accused person pleaded to the charge within 3 months from date of first appearance in the magistrates courts	No
Percentage of criminal matters finalised within 6 months after the accused has pleaded to the charge	No
Number of criminal court cases finalised with verdict	No
Integrated Case Management system	n/a
Key Performance Indicators Measurement System for the Criminal Justice System (CJS)	n/a
Interviews conducted with complainants by the investigating officer	n/a

Key 2019 indicators	Gender in MTSF?
Computer-generated investigation progress report to complainants and victims of crime established	n/a
Detection rate for serious crimes	n/a
Percentage of trial-ready case docket for serious crimes	n/a
Percentage of Independent Police Investigative Directorate recommendations initiated	n/a
Percentage of Independent Police Investigative Directorate related disciplinary cases finalised	n/a
<b>SUB-OUTCOME 3: South Africa's borders effectively defended protected, secured and well-managed</b>	
Integrated Border Management Agency	n/a
Integrated Border Management Strategy	n/a
Immigration and Refugees Bills submitted to Cabinet for approval	n/a
Approved sub-strategies in support of the Integrated Border Management Strategy	n/a
Number of landward sub-units deployed on border safeguarding per year	n/a
Integrated Border Management Strategy	n/a
Immigration and Refugees Bills submitted to Cabinet for approval	n/a
<b>SUB-OUTCOME 4: Secure cyber space</b>	
National Cyber-security Policy	n/a
National Critical Information Infrastructure Policy	n/a
Cybercrime Policy	n/a
Cyber warfare strategy	n/a
Sensor Strategy in support of the Cyber Warfare Strategy	n/a
Cyber-security Bill	n/a
National cyber security architecture (Hub, Centre, Incidence Response Team, National Cybercrime Centre and Cyber Command Centre)	n/a
Cyber-security Institutional Capacity (Cyber-security Hub and Cyber Command Centre)	
Number of trained personnel in cyber security	No
Research & Development centre of competence	
Number of trained personnel in cyber crime	No
Detection and conviction rates of cyber-crimes investigated	
<b>SUB-OUTCOME 5: Ensure Domestic Stability</b>	
Percentage of medium to high-risk incidents stabilized in relation to requests received	n/a
Number of personnel recruited for public order policing additional to the current	No
Detection rate	n/a
Trial ready rate	n/a
Conviction rate on violent protests and industrial action	n/a
<b>SUB-OUTCOME 6: Identity of all persons in South Africa known and secured</b>	
Percentage of total births registered within 30 calendar days as prescribed by law	No
System operational as per specifications	n/a
Percentage of designated ports of entry equipped with systems that enable biometric data on all travellers to be captured (for ports equipped with electronic Movement Control System)	n/a
<b>SUB-OUTCOME 7: Corruption in the public and private sectors reduced</b>	
Coherent and holistic anti- corruption policy framework for South Africa	n/a
A National Anti-Corruption strategy and Implementation Plan	n/a
Anti-corruption and money laundering related legislation	n/a
Number of bi-lateral agreements concluded	n/a

Key 2019 indicators	Gender in MTSF?
Level of compliance with identified international instruments and agreements (OECD/FBC, UNCAC, G20 ACWG, BRICS Anticorruption, FATF)	n/a
SA Annual Anti-Corruption Assessment Instrument applied	n/a
Annual Self-Assessment	n/a
Enhance communication in order to improve perception of South Africa, and the country's international standing in relation to corruption	n/a
Level of compliance with identified international instruments and agreements (OECD/FBC, UNCAC, G20 ACWG, BRICS Anticorruption, FATF)	n/a
SA Annual Anti-Corruption Assessment Instrument applied	n/a
Number of persons convicted for corruption or offences relating to corruption where the amount involved is more than R5 million.	No
Value of freezing orders obtained where the amount involved is more than R5 million	n/a
Value of recoveries in terms of POCA (Proceeds of crime and government losses)	n/a
Value of recoveries relating to corruption where the amount benefited is more than R5 million	n/a
Number of government officials convicted for corruption or offences related to corruption	No
Value of recoveries for government officials convicted of corruption and other related offences (proceeds of crime and government losses)	n/a
<b>IMPACT INDICATORS</b>	
Percentage of people feeling safe walking alone in their area during the day / at night	No
Percentage of households believing that the level of violent crime has gone down	No
Percentage of households who were satisfied with the police in their area	No
Perception of households' satisfaction with the way courts generally deal with perpetrators of crime	No
Incidence of substance abuse amongst South African communities	No
Percentage of households who were satisfied with the police in their area	n/a
Change in awareness, attitude and behaviour towards violence against women and children	Yes
Number of persons convicted for corruption or offences relating to corruption where the amount benefited per case is more than R5 million	n/a
Ranking on the Transparency International Perception Index	n/a
<b>OUTCOME 4: ECONOMY: Decent employment through inclusive economic growth</b>	
<b>SUB-OUTCOME 1: The productive sectors account for a growing share of production and employment</b>	
IPAP sector interventions towards growth, employment creation and more diversified exports implemented	n/a
Agricultural Policy Action Plan sector and cross cutting interventions implemented	n/a
Percentage of Agriculture Forestry and Fisheries Trade Competitiveness Development plan implemented	n/a
Minerals Beneficiation Action Plan developed and implemented	n/a
Number of fuel cells units incorporating locally developed HySA technology deployed across the country	n/a
Exploration Rights issued.	n/a
Annual progress report on shale gas exploration	n/a
Number of the National Tourism Sector Strategy initiatives implemented	n/a
Measurable improvements in analytical reports on trade data	n/a
Measurable Improvement in ITAC administration	n/a



Key 2019 indicators	Gender in MTSF?
Approved institutional framework outlining roles and responsibilities for compliance monitoring of local procurement	n/a
Number of products/sectors designated	n/a
Measurable improvements in analytical reports on trade data	n/a
<b>SUB-OUTCOME 2: Elimination of unnecessary regulatory burdens and lower price increases for key inputs fosters investment and employment</b>	
Value (Rand) of investment projects facilitated in pipeline	n/a
Findings on national legislative and regulatory protocols	n/a
Inflationary prices identified, reviewed and proposal made	n/a
Regular reports on actions taken against cartels and public interest clauses included in mergers and accusations	n/a
Number of DHA Premium Visa and Permit Services Centres for clients registered with the Corporate Accounts Unit (CAU) and their families in commercial hubs around the country (Johannesburg, Cape town and Durban)	n/a
Percentage of critical skills visas adjudicated within 4 weeks for applications processed within the RSA	n/a
Percentage of new legislation and regulations assessed using SEIAS supported	n/a
Progressively rising local content levels in state procurement including government infrastructure	No
Number of policy papers developed to restrict the export of scrap metal and encourage the use of scrap-metal in the production of steel.	n/a
<b>SUB-OUTCOME 3: Spatial imbalances in economic opportunities are addressed through expanded support for township, rural areas and public employment schemes to provide relief for the unemployed and build community solidarity and agency</b>	
The total number of enterprises supported by the Department of Small Business Development are from townships / from rural areas	No
Percentage increase in funding for township enterprises	No
Number of youth in employment or education	No
Number of black women-owned enterprises supported	Yes
Number of youth owned enterprises	No
Develop a business rescue strategy aimed at supporting SMMEs and Co-operatives in financial distress)	n/a
Number of small business and co-ops supported	No
Number of work opportunities (mostly time-bound and some part-time) reported.	No
Percentage of EPWP participation amongst designated groups (women, youth and persons with disabilities) aligned to EPWP Phase III	Yes
Share of women in formal employment	Yes
Strategy and programmes to support existing as well as develop new small business and cooperatives to facilitate access to formal markets	No
% growth in the number registered small business and cooperatives	No
% of new small business and cooperatives that are supported and that are still operating one year after support provided	No
<b>SUB-OUTCOME 4: Macro-economic conditions support employment-creating growth</b>	
Expenditure falls within the expenditure ceiling/ set target	n/a
Increase in industrial finance available	n/a
Percentage decrease in turnaround times for approvals of funding applications by DFI	n/a
Fair, appropriate and accessible financial products and services	n/a
Postbank Corporatized	n/a
<b>SUB-OUTCOME 5: Reduced workplace conflict and improved collaboration between government, organised business and organised labour</b>	
Modalities of a National Minimum Wage (NMW) developed	n/a



Key 2019 indicators	Gender in MTSF?
Number of working days lost due to strikes and productivity levels	n/a
Number of designated employers reviewed / inspected per year to determine compliance with employment equity legislation.	Yes
Number of workplaces inspected per year to determine their compliance with Occupational and Safety Act (OHS) legislation.	n/a
Number of employer procedural audits conducted per year to determine employers compliance with UI Act	n/a
Number of employer payroll audits conducted per year to determine employers contribution to the Unemployment Insurance Fund	n/a
Number of employer procedural audits conducted per year to determine employers compliance with UI Act	n/a
<b>SUB-OUTCOME 6: Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and improving the living conditions of the poor</b>	
Percentage increase in the value of investment by government and the private sector in research and development partnerships	n/a
Industrial and commercial financing secured for publicly funded R&D led emerging industries	n/a
Improved efficiency achieved through the reduction of turnaround time for providing final decision to R&D tax incentive applications	n/a
Institutional mechanism for the strategic management of publicly funded of public funding for research, development and innovation	n/a
<b>IMPACT INDICATORS</b>	
<b>SUB-OUTCOME 1 IMPACT: The productive sectors account for a growing share of production and employment</b>	
GDP growth (annualised and quarterly)	n/a
Percentage contribution of the productive sectors (Agriculture, Manufacturing, Mining) including Tourism to GDP	n/a
Number of jobs created in the productive sectors (Manufacturing, Mining and Agriculture) including Tourism	No
<b>SUB-OUTCOME 2 IMPACT: The elimination of unnecessary regulatory burdens and lower prices for key inputs fosters investment and employment</b>	
Administered price inflation and PPI changes	n/a
Gross Fixed Capital Formation by the public sector as a percentage of GDP	n/a
<b>SUB-OUTCOME 3 IMPACT: Spatial imbalances in economic opportunities are addressed through expanded employment in agriculture and build programmes</b>	
Number of employment opportunities created	No
<b>SUB-OUTCOME 4 IMPACT: Macro Economic conditions support employment creating growth</b>	
Budget deficit as Percentage of GDP	n/a
Official unemployment rate	No
Official inflation rate	n/a
<b>SUB-OUTCOME 5 IMPACT: Reduced workplace conflict and improved collaboration between government, organised business, and organised labour</b>	
Number of man-days lost; number of protected and unprotected strikes	n/a
<b>SUB-OUTCOME 6 IMPACT: Investment in research, development and innovation supports growth by enhancing productivity of existing enterprises and emerging enterprises and improving the living conditions of the poor</b>	
Investment in Research and Development as % of GDP	n/a
<b>OUTCOME 5: SKILLS - A SKILLED AND CAPABLE WORKFORCE TO SUPPORT AN INCLUSIVE GROWTH PATH</b>	
<b>SUB-OUTCOME 1: A credible institutional mechanism for labour market and skills planning</b>	
Statistics reports on PSET published	n/a

Key 2019 indicators	Gender in MTSF?
Centralised application system for universities operational and achieving objectives	n/a
Annual report on skills supply and demand published	n/a
Number of programmes available for use on the open learning system	n/a
Number of acts under the responsibility of the Minister of DHET will be reviewed and if necessary amended	n/a
Policy on the implementation of community service for all university graduates developed	n/a
Number of programmes available for use on the open learning system	n/a
<b>SUB-OUTCOME 2: Increase access and success in programmes leading to intermediate and high level learning</b>	
Staffing norms for CETC staff developed	n/a
Service delivery model and governance standards finalised	n/a
New funding framework for CETCs developed	n/a
Number of universities accredited to offer TVET lecturer qualifications	n/a
Number of universities offering TVET lecturer qualifications	n/a
A percentage of TVET lecturers undergoing specified hours of work in their industry for specified periods every two years	No
Number of TVET college campuses to be built and expanded	n/a
Costed macro infrastructure maintenance plan for TVET colleges developed	n/a
A percentage of TVET colleges audited by Auditor-General monitored for compliance in terms of recommended governance standards	n/a
Foundation programmes for TVET students developed	n/a
Report on the throughput rates for TVET colleges	No
Audits conducted on the number of students beds in public TVET colleges	n/a
Number of additional beds for students accommodation in public TVET colleges	No
Certificates issued to qualifying students within 3 months after examinations	n/a
Percentage of public TVET college examination centres assessed in conducting national examinations and assessments in compliance with national policy	n/a
<b>SUB-OUTCOME 3: Increase access to high-level occupationally directed programmes in needed areas</b>	
Number of new Generation of Academics Programme (nGAP) appointments	No
Number of entry level academic staff provided with teaching and research development opportunities from the Teaching and Research Development Grant	No
Improved system of collecting funds from those funded through NSFAS developed	
A revised university funding framework	
Articulation policy based on Ministerial Task Team and SAQA report approved by the Minister for publication	
Number of doctoral graduates from universities	No
Report on Higher Education Undergraduate throughput	No
Macro infrastructure plan for the university sector developed	
Phases of Quality Enhancement Project completed (Institutional reports delivered)	
Proportion of institutions meeting standards of good governance	
Average amount of bandwidth per SANReN site per annum	
Number of pipeline postgraduate students awarded bursaries through NRF and DST-managed programmes	No
Number of PHD students awarded bursaries through NRF and DST-managed programmes	No
Number of research infrastructure grants awarded	
Number of Institute for Scientific Information (ISI) accredited research articles published by NRF-funded researchers as reflected in the NRF projects reports	No

Key 2019 indicators	Gender in MTSF?
Total number of researchers awarded research grants through NRF-managed programmes as reflected in the NRF project reports	No
<b>SUB-OUTCOME 4: Increase access to occupationally directed programmes in needed areas and thereby expand the availability of intermediate level skills with a special focus on artisan skills</b>	
New artisans qualified	No
Proportion of SETAs meeting good Governance Standard Charter	n/a
Number of workplace -based learning opportunities	No
<b>IMPACT INDICATORS</b>	
Number of headcount enrolments in TVET colleges	No
Certification rates in TVET qualifications	No
Number of qualifying NC(V) and Report191 TVET students obtaining financial assistance annually	No
Percentage of NC(V) L4 NSFAS beneficiaries per annum obtaining the qualification within the stipulated time	No
Number of TVET students in foundation programmes	No
Percentage success rate in foundation programmes	No
Number of students enrolled in public higher education studies at universities	No
Number of eligible university students obtaining financial aid	No
Number of graduates in Engineering Sciences from universities	No
Number of graduates in Human Health and Animal Health from universities	No
Number of graduates in Natural and Physical Sciences from universities	No
Number of graduates in initial Teacher Education from universities	No
Number of Research Masters graduates	No
Success rate at universities	No
Higher education undergraduate success rates (contact and distance)	No
Percentage of university academic staff with PHD's	No
Number of 1st year students in foundation programmes	No
Artisan learners trade test pass percentage at INDLELA	No
Percentages of national artisan learners employed or self-employed	No
<b>OUTCOME 6: INFRASTRUCTURE - AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK</b>	
<b>SUB-OUTCOME 1: Regulation of infrastructure improved</b>	
% certified - capacity building (training) of economic regulators	n/a
Periodic regulatory impact reviews and provide advice and support to regulatory authorities undertaken - Advisory documents and engagements	n/a
Report on existing economic regulators, learnings and required reforms, with revised regulation issued if required	n/a
Consider establishing an economic regulator for water, independent from the department, appointed by the Minister - Memorandum to Cabinet	n/a
Establish a Single Transport Economic Regulator (STER) - Cabinet and Parliamentary approval; establishment and appointments	n/a
Amend the National Energy Regulator Act and the Electricity Regulation Act - Legislative amendments	n/a
Reviewed Electricity Pricing Policy issued	n/a
Private Sector Participation Framework for ports and freight rail Rands private investment and market share of private ownership of ports and rail over MTSF	n/a
Private Sector Participation Framework (PSP) in the energy sector in baseload and renewable electricity generation, liquid fuels and gas within the context of cabinet-approved policy and with an analysis of the implications for tariffs	n/a
<b>SUB-OUTCOME 2: Reliable generation, transmission and distribution of energy ensured through SIPs 1, 8, 9 and 10</b>	

Key 2019 indicators	Gender in MTSF?
Unlocking the Northern Mineral Belt with Waterberg as the Catalyst - SIP projects implemented according to timeframes and budgets.	n/a
Mokolo Crocodile Water Argumentation Project (MCWAP) Phase 1	n/a
Olifants River Water Resources Development Project (ORWRDP) Phase 2D Bulk Distribution	n/a
Green Energy in support of the South African economy - SIP projects implemented according to timeframes and budgets	n/a
Number of Solar Water Heater installations	No
Eskom Upington Concentrated Solar Plant (CSP) Project	n/a
Sere Wind Farm	n/a
Renewable Energy IPP Bid	n/a
Electricity Transmission and Distribution - SIP projects implemented according to timeframes and budgets	n/a
Medupi power station	n/a
Kusile Power Station	n/a
Ingula pumped storage scheme	n/a
Transmission lines (kilometres)	n/a
Review bulk electrical infrastructure required for universal access to electricity, prepare an implementation plan, and implement	n/a
Develop Southern Africa's hydro-electric resources and enhance inter-regional electricity trade	n/a
Formal structures to foster collaboration between government, Eskom, Transnet, Sasol, IPPs and the coal industry Plan to optimize coal use	n/a
National coal policy with regulations that will include a strategy to secure coal supply and that aligns with Mining Beneficiation Action Plan - Cabinet approval of policy and strategy	n/a
Publication of approved Integrated Energy Plan	n/a
Refine, update and implement the Integrated Resource Plan - Publication of investigations; market share of IPPs; % completed against the plan.	n/a
Gas Infrastructure Master Plan: Publication of approved Master Plan; Implementation of items as per approved plan; publish regulations.	n/a
Independent system operator in place	n/a
Debt-raising on capital markets for Eskom, backed where necessary by sovereign guarantees - % proposal amount secured	n/a
Ring-fenced electricity-distribution businesses of the 12 largest municipalities resolve their maintenance and refurbishment backlogs: Implementation of Cabinet approved proposals	n/a
Measured demand savings in MW in line with the National Energy Efficiency Strategy and Action Plan	n/a
% annual reduction in electricity & cable theft	n/a
Decision on expanding oil refining capacity: Implementation proposals approved	n/a
Funding mechanism for upgrading of existing refineries to ensure they meet new fuel-quality standards - Approved funding mechanisms implemented	n/a
<b>SUB-OUTCOME 3: Maintenance, strategic expansion, operational efficiency, capacity and competitiveness of our transport infrastructure ensured</b>	
Unlocking the Northern Mineral Belt - Majuba rail in Mpumalanga	n/a
Develop heavy haul rail corridor to Waterberg coalfield - Number of mtpa expansion of the rail network capacity beyond	n/a
Strengthen transport infrastructure to central coal basin and expand export capacity in the line to Richards Bay - Increase capacity of overall coal export system through RBCT through Coal Back Bone Upgrade	n/a

Key 2019 indicators	Gender in MTSF?
Durban- Free State– Gauteng Logistics and Industrial Corridor - SIP projects implemented according to timeframes and budgets	n/a
New Multi Product Fuel Pipeline (NMPP)	n/a
City Deep Inland Terminals	n/a
N2 De Beers Pass	n/a
Durban Pier 1 and Pier 2 expansions	n/a
South Eastern node & corridor development - SIP projects implemented according to timeframes and budgets	n/a
Manganese ore rail to Ngqura	n/a
Increase the Ngqura Trans-shipment Hub port capacity	n/a
Mthatha Airport: upgrade of airport, landing aids, fencing and roads	n/a
N2 Wild Coast Highway	n/a
Saldanha – Northern Cape Development Corridor - SIP projects implemented according to timeframes and budgets	n/a
Procurement of Transnet rolling stock	n/a
Integrated Urban Space and Public Transport Programme - SIP projects implemented according to timeframes and budgets	n/a
Improved public transport: Implementation of approved plans and initiatives; % increase in the use of public transport	n/a
Strengthened institutional arrangements for public transport	n/a
City of Johannesburg ReaVaya - construction of Phase 1C	n/a
City of Cape Town MyCiti: complete the BRT system for the city	n/a
City of Tshwane A re Yeng - BRT system	n/a
eThekweni BRT system	n/a
Rustenburg E Yetla BRT	n/a
Nelson Mandela Bay BRT	n/a
BRT systems in 5 additional cities (Ekurhuleni, Polokwane, Mangaung, Mbombela, Buffalo City)	n/a
George Full Network Project	n/a
Regional Integration for African cooperation and development - Assessment of trans-Kalahari rail connection	n/a
Integrated National Transport Plan developed and approved; Number of initiatives rolled out	n/a
Performance of sea-ports and inland terminals, including initiatives in the National infrastructure Plan: Development and implementation of approved plan; productivity measures	n/a
Move some road freight to rail: Development and Implementation of approved plan; market share of containers on rail vs. road	n/a
National, provincial and local road infrastructure improved and preserved: Development and implementation of approved plan including maintenance; kms new, upgraded or rehabilitated	n/a
Strengthen road traffic management: Development and implementation of approved plan; % reduction in accidents and fatalities	n/a
<b>SUB-OUTCOME 4: Maintenance and supply availability of our bulk water resources infrastructure ensured</b>	
South Eastern node & corridor development - Mzimvubu Water Project	n/a
Saldanha – Northern Cape Development Corridor: Upgrading of the Vaal-Gamagara Bulk Water Supply Scheme	n/a
Expand the yield capacity of the Clanwilliam Dam	n/a
Integrated Urban Space and Public Transport Programme: Mooi Mgeni Transfer Scheme	n/a
Acid Mine Drainage	n/a

Key 2019 indicators	Gender in MTSF?
Water and Sanitation Infrastructure Master Plan: SIP projects implemented according to timeframes and budgets	n/a
National water-resources infrastructure agency that owns and support the development of infrastructure and facilitates borrowing, fiscal independence and equity in raw water prices established	n/a
Investment programme for water-resource development, bulk-water supply and wastewater management, assessing requirements to achieve universal access, including Mzimvubu dam developed	n/a
Finalise the future institutional arrangements for the management of water-resources	n/a
Regional water and waste-water utilities to support municipalities	n/a
Future institutional arrangements for the management of water-resources finalised	n/a
Review of existing water allocations in areas where new users are seeking access but current users already take more than can reliably be provided	n/a
Urgent review of water and sanitation norms and standards together with the financial provisions to meet these	n/a
Additional water supplies for Lephalale area	n/a
Investigate and implement water re-use and desalination projects and continue with applied research	n/a
Establish a dedicated national programme to provide support to local and sectoral efforts to reduce water demand and improve water-use efficiency in the Agricultural sector	n/a
Lesotho Highlands Phase 2	n/a
<b>SUB-OUTCOME 5: Expansion, modernisation, access and affordability of our Information and communications infrastructure ensured</b>	
Broadband access for all	n/a
SKA/Meerkat: Dish antennas and fibre optic cabling	n/a
New policy framework / strategy / plan for ICT, including an assessment of the role of state ICT infrastructure agencies and interventions developed	n/a
Increase public and private ICT investment in network upgrades and expansion, development of applications and local content	n/a
Develop a strategy for the local loop to ensure that quality improves, costs are reduced and fixed-line coverage is expanded to meet demand for high-speed telecommunications	n/a
Promote e-literacy: Implementation of approved recommendations of the Internet Strategy; internet penetration rate; e-readiness rankings through uptake and usage of ICTs; % of education, health and government institutions connected to broadband.	n/a
Cost associated with internet access comparable with peers	n/a
National Address System implemented, monitored and evaluated	n/a
National e-strategy implemented and evaluated	n/a
Global Benchmark Study on data pricing	n/a
<b>IMPACT INDICATORS</b>	
Adequate electricity generation capacity commissioned	n/a
Electricity generation reserve margin increased	n/a
Additional SA coal enabled for energy production	n/a
Additional SA gas enabled for energy production	n/a
Road freight moved to rail	n/a
Increased tonnage moved on rail	n/a
Improved operational performance of sea-ports and inland terminals	n/a
Increased private investment and market share of private ownership of ports and rail	n/a

Key 2019 indicators	Gender in MTSF?
Increased private investment and market share of private ownership of electricity generation; in baseload, renewable energy, new fuels and gas	n/a
Additional bulk water resources commissioned	n/a
Increased broadband penetration	n/a
Reduced internet costs	n/a
Increased public and private ICT investment in telecoms networks	n/a
Public investment as a percentage of GDP	n/a
<b>OUTCOME 7: RURAL DEVELOPMENT – VIBRANT, EQUITABLE, SUSTAINABLE RURAL COMMUNITIES CONTRIBUTING TOWARDS FOOD SECURITY FOR ALL</b>	
<b>SUB-OUTCOME 1: Improved land administration and spatial planning for integrated development in rural areas</b>	
National Spatial Development Framework (SDF) developed and approved	n/a
Number of provinces supported to developed SDFs	n/a
Number of municipalities implementing Spatial Planning and Land Use Management act	n/a
Preservation and Development of Agricultural Land Framework Act approved and implemented	n/a
Intergovernmental relations and stakeholder management strategy developed and implemented	n/a
Number of internal and external stakeholders contributing to the implementation of the rural development programs in in the the rural development pan	n/a
<b>SUB-OUTCOME 2: Sustainable land reform contributing to agrarian transformation</b>	
Functional land administration structures established	n/a
Number of strategically located hectares of land acquired and allocated	No
Number of acquired hectares of land allocated to smallholder producers	No
Communal land tenure policy and legislation in place and being implemented	n/a
Number of hectares of land allocated to people living and/or working on farms	No
Number of sites where Strengthen of Relative Rights for People Working the Land is piloted	n/a
<b>SUB-OUTCOME 3: Improved food security</b>	
Number of people benefiting from food security and nutrition initiatives	No
Number of vulnerable individuals accessing food through a network of CNDC's	No
Number of households benefiting from food and nutrition security initiatives	No
Number of households supported with food production initiatives	No
Number of hectares of under-utilised land in communal areas cultivated for production per quarter	n/a
<b>SUB-OUTCOME 4: Smallholder producers' development and support (technical, financial, infrastructure) for agrarian transformation.</b>	
Policies promoting the development and support to smallholder producers in place and implemented.	No
Number of new hectares under irrigation used by smallholder producers.	No
Number of projects to support revitalisation of irrigation schemes implemented	n/a
Number of smallholder producers receiving support.	No
Number of farms under the Recapitalisation and Development programme	No
<b>SUB-OUTCOME 5: Increased access to quality infrastructure and functional services, particularly in education, healthcare and public transport in rural areas.</b>	
Number of school infrastructure projects being implemented	n/a
Number of education infrastructure projects completed and being implemented	n/a
Number of health infrastructure projects completed and being implemented	n/a
Number of rural communities provided with functional ICT infrastructure	n/a
Number of rural schools provided with functional ICT infrastructure	n/a



Key 2019 indicators	Gender in MTSF?
Number of rural households with access to safe drinking water (in the house, year and 200m from the house).	No
Number of rural households with access to sanitation services.	
Number of buckets eradicated in formally established areas.	
Number of rural households linked to grid or micro scheme (electricity)	
Number of rural households connected with off-grid technology	
Number of Integrated Energy Centres newly established n operational	n/a
Number of district municipalities implementing the Integrated Public Transport Network Strategy	n/a
<b>SUB-OUTCOME 6: Growth of sustainable rural enterprises and industries – resulting in rural job creation.</b>	
Differentiated plans for economic development in targeted areas of economic potential in rural areas completed	n/a
Number of new enterprises in rural district municipalities supported	No
Number of existing enterprises in rural district municipalities supported	No
Number of new and existing industries, including Agri-parks, in rural district municipalities supported	n/a
Number of people employed through the rural development initiatives including enterprises and industries	No
Rural investment incentive schemes in place and implemented	n/a
Number of investors participating in rural investment incentive scheme	No
Number of rural people involved in skills development programmes	No
<b>IMPACT INDICATORS</b>	
Increase in % ownership of productive land by previously disadvantaged individuals	No
Reduce the number of ha or transferred land to previously disadvantaged individuals with is underutilised	No
Reduction in the % of households vulnerable to hunger.	No
Reduction in the % of the population living below the lower bound poverty line (R443 in 2011 prices).	No
Reduction in rural unemployment rate.	No
<b>OUTCOME 8 HUMAN SETTLEMENTS - SUSTAINABLE HUMAN SETTLEMENTS</b>	
<b>SUB-OUTCOME 1: Adequate housing and improved quality living environments</b>	
Current policies and programmes evaluated, reviewed and consolidated; Suitable new policies and programmes developed:	n/a
Human Settlements Green Paper approved	n/a
Develop a coherent and inclusive approach to land for human settlements	n/a
Evaluation of key human settlements strategic thrusts as outlined the National Development Plan and the Manifesto	n/a
Housing finance regime framework revised to improve planning, development of a functional market and access to adequate housing	n/a
Human Settlements White Paper approved	n/a
Housing Act amended and Human Settlements Legislation approved	n/a
Housing Code revised and Human Settlements Code approved	n/a
Cooperatives Policy approved	n/a
A Comprehensive Rental Policy developed	n/a
Backyard rental strategy	n/a
Single support programme for self-built in terms of self-help, PHP, Informal Settlements Upgrading, Rural Housing and non-profitable Rental Housing approved	n/a
Number of housing opportunities in informal settlements, located in quality living environments:	n/a



Key 2019 indicators	Gender in MTSF?
Number of existing Informal settlements assessed, upgrading settlement plans completed and upgrading plans implemented	n/a
Number of households benefitting from informal settlements upgrading	No
Number of housing units for subsidy housing submarket provided	No
Number of affordable housing loans for new houses in the affordable-gap housing submarket	No
Number of affordable rental housing opportunities provided through government programmes	No
A strategy to respond to the increased demand for housing and amenities by communities in mining towns	n/a
Hectares of well-located land rezoned and released for new developments targeting poor and lower middle income households	n/a
Framework to ensure spatial, social and economic integration (spatial targeting) of human settlements developed	n/a
Multiyear Human Settlements Development Plans that support spatial targeting, social and economic integration	n/a
Number of lead catalytic projects that demonstrate spatial, social, and economic integration	n/a
Human Settlements projects that revitalize and develop hubs, nodes, and linkages developed in historical black townships framed through the HSDG and USDG	n/a
Minimum standards and finance options for investment in public spaces developed	n/a
Yearly allocation invested in public spaces targeting poor and lower middle income households	n/a
Single Development Finance Institutions (DFI)	n/a
A strategy to increase the supply of affordable housing and access to housing funding (to reach targets in terms of affordable housing – Banks and DFIs)	n/a
New housing products for the affordable housing market	n/a
Increase in volume of home loans granted (over and above that which produces new houses) by private sector and DFI's to households in the affordable housing market	No
Curriculum on the property market and homeownership for the subsidy and affordable housing market reviewed, improved and consumers educated	n/a
Consumers in the affordable and subsidy housing market exposed to effective consumer education programmes	No
Distribution of sales transactions in the affordable housing market monitored	n/a
Estate Agencies operating in the affordable housing market	n/a
Households in the affordable housing (particularly subsidy) market have access to biannual property valuation information	No
Policy and administrative systems that support individual transactions in the affordable secondary housing market developed	n/a
Sales restriction for government housing subsidy submarket reviewed.	n/a
Title deeds issued to new homeowners in the subsidy submarket on occupation	No
Backlog on title deeds eradicated	n/a
All new title Deeds for subsidy submarket endorsed consistent with policy	n/a
Trends in the residential building plans passed by municipalities and completed housing units reported	n/a
Trends in new NHBRC enrolments	n/a
Number of ratable properties in the subsidy housing submarket entering the rates roll of municipalities	n/a
<b>SUB-OUTCOME 3: Enhanced institutional capability for effective coordination of spatial investment decisions</b>	

Key 2019 indicators	Gender in MTSF?
Number of Municipalities assessed for accreditation to undertake the housing function	n/a
Post- accreditation monitoring and support programme implemented	n/a
Appropriate technical support programmes developed and implemented	n/a
50 community-based organizations, civil society organizations, and other forms of non-governmental entities participating in human settlements development [prioritizing women and youth development and job creation]	Yes
Mechanism and incentives to mobilise and increase private sector participation is developed	n/a
Develop mechanism to track employer assisted housing both in the public sector and in the private sector; including commitments in the SLP's as per the Mining Charter	n/a
Multiyear human settlements development plans are aligned with other sectorial spheres of government to increase coordination and collaboration in programme delivery (Refer to Sub-outcome 1)	n/a
Set of overarching principles framework to guide coordination of spatial investments and norms for housing and human settlements spatial development	n/a
Integrated Housing and related Human settlements planning system developed incorporating environment, human settlement, transport, and related human settlement development functions drawing on existing National Treasury and DCoG settlement investments	n/a
Housing and related Human Settlements component contributing to a National Spatial mechanism to coordinate existing grants to produce definitively targeted spatial interventions develop	n/a
Monitoring and Evaluation (M&E) system to track and assess the effectiveness of spatial targeting in human settlements developed and implemented	n/a
<b>IMPACT INDICATORS</b>	
Number of households living in adequate housing	No
Improved living conditions for households living in informal settlements	No
Number of human settlements that are spatially, socially and economically integrated (based on new housing/human settlements projects that instigate wider settlement integration)	n/a
Increase in the volume of home loans granted by the private sector and the DFI's to households in the affordable housing market that resulted in new homes	No
Growth and distribution of value in the residential property market	n/a
Number of Municipalities assessed for accreditation to undertake the housing function	n/a
<b>OUTCOME 9: LOCAL GOVERNMENT - RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT DEVELOPMENTAL LOCAL GOVERNMENT SYSTEM</b>	
<b>SUB-OUTCOME 1: Members of society have sustainable and reliable access to basic services</b>	
Number of DMs with project registers of approved priority infrastructure projects	n/a
Percentage of prioritised projects implemented by March 2019	n/a
Number of Institutional support plans for municipalities developed and or alternative delivery mechanisms initiated	n/a
Percentage of MuSSAs completed annually	n/a
Percentage of priority action plans developed to remedy performance gaps identified in MuSSA.	n/a
Percentage of municipalities supported to establish asset management systems	n/a
Infrastructure procurement and delivery management framework developed and tested for local government.	n/a
Percentage of households with access to reliable water services	No
Percentage of households with access to functional sanitation services	No

Key 2019 indicators	Gender in MTSF?
Percentage of households with access to an acceptable refuse removal service	No
Number of additional households connected to the grid and to non-grid energy supply	No
<b>SUB-OUTCOME 2: Strengthened intergovernmental arrangements for a functional system of cooperative governance for local government</b>	
Number of provincial CoGTAs engaged on the findings	n/a
Revised District Government Model developed.	n/a
<b>SUB-OUTCOME 3: Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per the constitution</b>	
Percentage of participatory ward level service delivery plans developed focusing on a set of basic concerns (potholes, non-functioning traffic lights, service interruptions, billing queries, etc.) of citizens in their wards.	n/a
Percentage of ward committees reporting to community on progress against the IDP and SDBIP	n/a
Percentage of ward committees that conducted annual community satisfaction surveys (as per the guidelines for the establishment of ward committees in Annexure A of MSA)	n/a
Number of Monitoring reports on the functioning of executive structures in all municipalities.	n/a
Number of reports on adherence by Councillors in each municipality to the code of conduct as per Schedule 1 of the MSA	n/a
Number of municipalities monitored to comply with minimum competency regulations as per the MSA.	n/a
LGMIM scorecards completed.	n/a
<b>SUB-OUTCOME 4: Sound Financial Management</b>	
Number of municipalities supported to sustain funded budgets. Definition: Healthy cash balances & over spending on operating budgets curtailed	n/a
Number of municipalities in financial distress identified through section 71 reports are supported.	n/a
Number of municipalities in which programmes implemented to address gaps as identified by the FMCMM and financial indicator assessment	n/a
Number of municipalities monitored to comply with minimum competency regulations for financial management.	n/a
Number of municipalities that received disclaimers and adverse opinions prioritised by NT and PT for support.	n/a
Actions taken to address the root causes to rectify Unauthorised, Irregular, Fruitless and Wasteful expenditure in terms of the MFMA incurred by the selected highest 10 municipalities monitored.	n/a
Number of municipalities supported in SCM and contract management audit findings/ opinions; monitoring corrective actions taken by non-compliant municipalities.	n/a
<b>SUB-OUTCOME 5: Local public employment programmes expanded through the community work programme (CWP)</b>	
CWP Service delivery and financial model to upscale developed	n/a
Number of participants benefitting from the CWP upscaling	No
Number of partnerships implemented.	n/a
Number of municipalities with established sites.	n/a
Percentage of sites with minimum of 1000 participants per site And that in the main labour intensity of 65 percent is maintained.	n/a
<b>IMPACT INDICATORS</b>	
Number or percentage of HHS with access to a functional service at acceptable levels as per norms and standards	No

Key 2019 indicators	Gender in MTSF?
Public trust and confidence in local government increases to 65% by 2019 as measured by the LPSOS survey from a baseline of 56%.	No
Number of municipalities that improve their audit outcomes (excludes entities)	n/a
Number of active participants reached [for local public employment programmes expanded through the Community Work Programme ]	No
<b>OUTCOME 10: ENVIRONMENT: ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED.</b>	
<b>SUB-OUTCOME 01: Ecosystems are sustained and natural resources are used efficiently</b>	
Percentage reduction of projected demand for 8 large water supply systems	n/a
Percentage of water use license applications processed	n/a
Number of water resources classified	n/a
Number of sites with River Health Programme implemented	n/a
Number of legislative tools to ensure the protection of species and ecosystems developed and implemented	n/a
Standard minimum environmental requirements for inclusion in the development of Spatial Development Frameworks (SDFs) developed	n/a
Percentage of environmental impact assessment applications finalised within timeframes, reported quarterly from the National Environmental Assessment System	n/a
Number of environmentally significant areas identified and published for restriction for mining activities	n/a
Number of derelict and ownerless mine sites rehabilitated	n/a
Number of catchments assessed for potential Acid Mine Drainage	n/a
Number of mines monitored for non-compliance in accordance with water license conditions	n/a
Number of regulatory interventions developed to streamline the environmental authorisation process for SIP projects	n/a
Hectares of land under rehabilitation/restoration	n/a
Number of wetlands under rehabilitation	n/a
Number of emerging invasive species targeted for early detection	n/a
Oceans and Coasts Monitoring Programme	n/a
Functional National Pollution Laboratory	n/a
Number of aquaculture projects implemented	n/a
Aquaculture Development Act in place	n/a
Online ocean and coastal information management system in place	n/a
Ocean Act Promulgated	n/a
Marine spatial plan and promulgation of an Oceans Act in SA developed	n/a
<b>SUB-OUTCOME 02: An effective climate change mitigation and adaptation response</b>	
Green Transport Strategy and Implementation Plan formulated	n/a
Number of thematic areas in implementing environmental fiscal reform policy instruments	n/a
Percentage of new build that is renewable power generation	n/a
Percentage of energy efficiency improvement	n/a
Number of sector adaptation strategies/plans completed	n/a
Number of disaster management plans that include climate change risks	n/a
Functional climate change research network formalised through MoU's	n/a
Biennial report to Cabinet on state of climate change science and technology	n/a
National framework for climate services (NFCS) established	n/a
Framework for reporting on greenhouse gas emissions by industry developed and reports provided	n/a
<b>SUB-OUTCOME 03: An environmentally sustainable, low-carbon economy resulting from a well-managed just transition</b>	

Key 2019 indicators	Gender in MTSF?
Number of Environmental sustainability research projects commissioned	n/a
Environmental sector evidence- policy interface system in place	n/a
Number of environmental sustainability policies reviewed	n/a
Environmentally sustainable development performance indicators published	n/a
SA Environmentally Sustainable Development Indicators Policy Makers Outlook published	n/a
Number of Full Time Equivalents (FTEs) created	No
Number of Work Opportunities created	No
Number of SMMEs used in environmental programmes	No
Number of youth benefitting from the Youth Environmental Services (YES)	No
Number of learners mentored through various initiatives in the sector (including learnerships)	No
Number of SETA sector skills plans with an environmental focus	n/a
Rand value of public and private sector investment in research and development to support a green economy	n/a
<b>SUB-OUTCOME 04: Enhanced governance systems and capacity</b>	
Number of compliance inspections conducted	n/a
Number of enforcement actions undertaken for non-compliance with environmental legislation	n/a
Number of Joint Partnerships with external role players	n/a
Number of country positions prepared for multilateral agreements approved	n/a
Percentage of compliance with National Annual Ambient Air Quality Standards (National Air Quality Indicator – NAQI less than 1)	n/a
Percentage of Atmospheric Emission Licenses with complete applications issued within legislated timeframes	n/a
Percentage of facilities with Atmospheric Emission Licenses reporting to the National Atmospheric Emissions Inventory System (NAEIS)	n/a
Percentage of waste license applications finalised within legislated timeframes	n/a
Survey of unlicensed landfill sites completed	n/a
Number of unlicensed landfill sites licensed	n/a
National Chemicals Management Act developed	n/a
<b>SUB-OUTCOME 5: Sustainable human communities</b>	
Number of solar home systems (PV) installed	No
Percentage implementation of the Local Government Support (LGS) Strategy	n/a
<b>IMPACT INDICATORS</b>	
Number of hectares (ha) in the conservation estate	n/a
Number of biodiversity stewardship sites	n/a
Percentage of area of state managed protected areas assessed with a METT score above 67 percent	n/a
Number of square kilometres in Marine Protected Areas (MPAs)	n/a
Percentage level of compliance of mines in accordance with water license conditions	n/a
Percentage Biomass increase of stock levels in Deep-water Hake, Abalone and West Coast Rock Lobster	n/a
Percentage of energy efficiency improvement	n/a
Annual Energy Balances	n/a
Percentage of recyclables diverted from landfill for re-use, recycle and recovery	n/a
Reduced total emissions of Green House Gases	n/a
Reduced vulnerability and risks associated with climate change impacts	n/a
Number of legislative tools to ensure the protection of species and ecosystems developed and implemented	n/a
Percentage of compliance with National Annual Ambient Air Quality Standards (National Air Quality Indicator – NAQI less than 1)	n/a

Key 2019 indicators	Gender in MTSF?
<b>OUTCOME 11: INTERNATIONAL RELATIONS - CREATE A BETTER SOUTH AFRICA, CONTRIBUTE TO A BETTER AND SAFER AFRICA IN A BETTER WORLD.</b>	
<b>SUB-OUTCOME 1: SA's national priorities advanced in bilateral engagements</b>	
Number of structured bilateral engagements	n/a
Increased sales of the manufactured value-added exports from IPAP priority sectors directed towards emerging and traditional markets through the product and market diversification strategy	n/a
FDI inflows into SA	n/a
Number of economic diplomacy and image building activities aimed at promoting mutually-beneficial cooperation undertaken per year.	n/a
Number of international tourist arrivals achieved (NDT)	n/a
<b>SUB-OUTCOME 2: An economically integrated Southern Africa</b>	
Key elements of SA positions reflected in the Final RISDP (DTI)	n/a
Key elements of SA positions reflected in the process of establishing the T-FTA. (DTI)	n/a
<b>SUB-OUTCOME 3: Political cohesion within Southern Africa to ensure a peaceful, secure and stable Southern African region</b>	
Percentage of applicable resolutions/decisions/outcomes in SADC mechanisms reflecting South Africa's national and regional interest	n/a
Number of election observer missions in which South Africa participated as part of SADC observers	n/a
Database of trained civilian component	n/a
Total number of defence attaché offices	n/a
Percentage compliance with the South African Development Community Standby (SADC) Standby Force agreement and South African Pledge	n/a
Percentage compliance with number of ordered commitments and deployments (external operations)	n/a
Number of joint, inter-departmental, inter-agency and multinational military exercises conducted per year	n/a
<b>SUB-OUTCOME 4: A Peaceful, secure and stable Africa</b>	
Representation in activities of the African Court on Human and People's Rights	n/a
Number of South African Seconded (DIRCO supported by relevant depts.)	n/a
Commitments honoured in terms of decisions by the African Union Peace and Security Council and the UNSC on peace and security in Africa. (DIRCO)	n/a
<b>SUB-OUTCOME 5: A sustainable developed and economically integrated Africa</b>	
Partnership funding/commitments linked-aligned/matched to Presidential Infrastructure Championship Initiative	n/a
Contributions to continental development by means of developmental assistance in support of democracy and good governance, capacity-building and humanitarian assistance.	No
Key elements of SA positions reflected in the processes of establishing the Continental-FTA	n/a
Number of bilateral economic cooperation agreements signed with African countries	n/a
Number of engagements to facilitate the implementation of SDI projects	n/a
Facilitate the increase of exports to the rest of Africa through an Outwards investments-led trade strategy	n/a
<b>SUB-OUTCOME 6: An equitable and just System of Global Governance</b>	
Percentage of resolutions, decisions and outcomes reflecting South Africa's national interest (DIRCO)	n/a
Number of positions on identified influential multilateral bodies where South Africa is represented	No
<b>SUB-OUTCOME 7: Strong, mutually beneficial South-South cooperation</b>	

Key 2019 indicators	Gender in MTSF?
Number of strategies for SA's engagements for formations and groupings of the South developed, implemented and monitored (DIRCO)	n/a
Percentage of targeted applicable outcomes/decisions reflecting South Africa's positions (DIRCO)	n/a
National BRICS Structures utilised to implement agreed BRICS outcomes (DIRCO)	n/a
Number of bilateral economic cooperation agreements signed with countries of the South (DTI)	n/a
<b>SUB-OUTCOME 8: Beneficial relations with strategic formations of the North</b>	
Volume of development support beneficial to South Africa	n/a
Increase in foreign direct investment (FDI) aligned to IPAP beneficial to SA's interests from developed countries	n/a
<b>IMPACT INDICATORS</b>	
Increased FDI	n/a
Increased tourism arrivals	n/a
Increased tourism spend	n/a
Increased value-added exports	n/a
<b>OUTCOME 12: PUBLIC SERVICE - AN EFFICIENT, EFFECTIVE AND DEVELOPMENT-ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP</b>	
<b>SUB-OUTCOME 1: A stable political-administrative interface</b>	
Support, monitor and report on improved adherence to the Directive of Public Administration and Management Delegations as measured by MPAT	n/a
PMDS policy for HODs approved. Guidelines on implementation of the HoD PMDS policy approved and communicated	n/a
Powers of the President in terms of section 3 b(1) of the Public service Act , 1994 which are delegated by the President to Ministers reviewed.	n/a
Research conducted on administrative level processes (recruitment, contract management, dispute and consequence management) and recommendations drafted.	n/a
<b>SUB-OUTCOME 2: A public service that is a career of choice</b>	
Graduate recruitment scheme piloted over 5 year period	No
Number of unemployed graduates undergoing public service orientation annually through the NSG	No
Develop and pilot mechanisms to facilitate on-the-job mentoring and peer support for newly appointed senior managers.	No
Develop and roll out an Executive Coaching Programme	n/a
6 Identified in-service development programmes developed and implemented	No
Strategy implemented to support 15 departments in their internal Human Resources Capacity	n/a
100 000 youth appointed to learnership, internship and artisan programmes.	No
Improvements made to the performance management and development system for SMS members who are not HOD (the performance assessment of HODs is dealt with under sub-outcome 1)	n/a
<b>SUB-OUTCOME 3: Efficient and effective management and operations systems</b>	
Business processes mapped and standard Operating Procedures developed for prioritised departments to ensure improved turnaround times.	n/a
Productivity Measurement Framework developed and applied in selected service departments.	n/a
Support and report on the quality and progress with the implementation of Services Delivery Improvement Plans in service delivery departments	n/a
Infrastructure projects completed within agreed construction period	n/a
Infrastructure projects completed within budget	n/a
Reduction of identified leased-in functional accommodation within the security cluster	n/a



Key 2019 indicators	Gender in MTSF?
Reduction of backlog in infrastructure projects.	n/a
Guidelines for financial delegations developed.	n/a
Guidelines to clarify administrative roles and responsibilities when developing operational policy and support identified departments with implementation developed	n/a
Number of prioritised service enabled	n/a
<b>SUB-OUTCOME 4: Procurement systems that deliver value for money</b>	
Regulations and other guidelines differentiate between different forms of procurement Framework, Guideline and Tools developed and implemented	n/a
Renew and Identify commodities fitting for transversal contracts	n/a
Capacity building and professionalising supply chain management	n/a
Certificate SCM (Learnership) implemented	n/a
Develop Sourcing Strategies for identified commodities/procurement categories	n/a
Publication of procurement plans on the OCPO website	n/a
Review the procurement plans against the actual transactions	n/a
Visit infrastructure projects and report on the adherence to contract specifications and tender conditions.	n/a
Review of specifications	n/a
<b>SUB-OUTCOME 5: Increased responsiveness of public servants and accountability to citizens</b>	
Develop and finalise standards for the Batho peel Principles with prioritised service delivery departments	No
Approaches to utilisation and impact of routine citizen feedback mechanism at facility-level	No
<b>SUB-OUTCOME 6: Improved inter-developmental coordination and institutionalization and long-term planning</b>	
Approaches to institutionalization of long term planning in government	No
<b>SUB-OUTCOME 7: Improved mechanisms to promote ethical behaviour in the public service</b>	
Implementation of electronic submission of financial disclosure forms	n/a
Revised regulations on financial disclosures by SMS and other categories of employees	n/a
Directive on other remunerative work to prohibit public servants from doing business with the state	n/a
Develop approach on whistle-blowing for public service employees	n/a
<b>IMPACT INDICATORS</b>	
Percentage of national and provincial departments that achieve at least level 3 within 50 of Management Performance Assessment Tool (MPAT) standards for each cycle	No
Funded vacancy rate (average percentage of posts on PERSAL which are vacant over a quarter, for all national and provincial departments)	n/a
Average number of days taken to resolve disciplinary cases (all national and provincial departments)	n/a
Number of qualified, adverse and disclaimer annual audit reports on national and provincial government departments	n/a
Number of legitimate invoices from suppliers reported as not paid within 30 days in a monthly reports from departments to Treasury	n/a
Percentage of cases from National Anti-Corruption Hotline closed by departments	n/a
Percentage of respondents who log queries at the Presidential Hotline rate the satisfaction of response to good or fair	No
Retention of HoDs measured by the average number of years spent in a post	No
<b>OUTCOME 13: SOCIAL PROTECTION - AN INCLUSIVE AND RESPONSIVE SOCIAL PROTECTION SYSTEM</b>	



Key 2019 indicators	Gender in MTSF?
“Disability and gender disaggregation should be applied to all indicators that count beneficiaries of services/programmes to measure equity.”	
<b>SUB-OUTCOME 1: A reformed social welfare sector and services</b>	
Review social welfare policy in order to develop revised White Paper on Social Welfare	n/a
Partnership model between the State and Civil Society.	n/a
Demand and supply model for social services practitioners	n/a
Number of youth awarded scholarships.	Yes
Number of absorbed scholarship recipients.	Yes
Resourcing strategy for social development services	n/a
NPO Act amended	n/a
Sector Human Resources Development Plan (HRDP)	n/a
Operational Policy Guidelines for the Social Development Sector Academy	n/a
<b>SUB-OUTCOME 2: Improved provision (improved quality and access) of Early Childhood Development Services for children aged 0-4</b>	
Align PoA to the integrated ECD Policy	n/a
Align regulatory framework to integrated ECD Policy	n/a
Nutrition Operational Guideline for ECD	n/a
ECD Infrastructure Plan	
Number of new ECD centres.	n/a
Number of upgraded ECD centres.	n/a
Human Resource Capacity Plan for ECD practitioners	n/a
Human Resource Plan for ECD practitioners	n/a
Number of trained ECD practitioners at NQF L4.	n/a
Qualification framework for ECD sector	n/a
Number of children accessing registered ECD programmes (private and subsidised)	Yes
Number of children subsidised	Yes
Number of ECD programmes registered	n/a
Number of children with disabilities accessing ECD programmes.	Yes
<b>SUB-OUTCOME 3: Strengthened community development interventions</b>	
Community Development Practice Policy	n/a
Number of communities profiled	n/a
Number of households profiled.	Yes
Number of Community Based Plans	n/a
Number of cooperatives linked to economic opportunities	Yes
Number of cooperatives trained	Yes
Number of NPOs trained	Yes
Number of Civil Society Organisations (CSOs) trained	Yes
Number of vulnerable individuals accessing food.	Yes
Number of vulnerable households accessing food.	Yes
Policy on the management of all community based workers	Yes
Number of marketing events for Thusong Service Centres programmes held	Yes
Connectivity of identified government institutions in line with Broadband connectivity Implementation Plan	n/a
<b>SUB-OUTCOME 4: Deepening social assistance and expanding access to social security</b>	
Policy on universalization of benefits to older persons	Yes
Number of social grant beneficiaries: Older Persons Grant	Yes
Number of social grant beneficiaries: Child Support Grant	Yes
Number of social grant beneficiaries: War Veterans	Yes
Number of social grant beneficiaries: Disability Grant	Yes
Number of social grant beneficiaries: Care Dependency	Yes
Number of social grant beneficiaries: Foster Child Grant	Yes

Key 2019 indicators	Gender in MTSF?
Legislation to increase the value of the Child Support Grant to Orphans and Child Headed Households	n/a
Policy and Legislation on pregnancy and maternity benefits	Yes
Discussion Paper on universalization of the Child Support Grant	n/a
Enterprise Business Intelligence solution towards automation of grant administration	n/a
Biometric solution for staff and beneficiaries	n/a
New insourced social assistance payment system	n/a
Integrate claims management System (ICMS) implemented.	n/a
Age of UIF claims with complete information	n/a
Percentage of compensation claims adjudicated within 30 working days	n/a
Percentage of COIDA benefits approved for payment within 5 working days	n/a
Age of medical claims approved for payment annually	n/a
Discussion paper on Comprehensive social security and pensions' reform.	Yes
Policy on mandatory cover for retirement, disability and survivor benefits.	n/a
Unemployment Insurance Act (UIA) amended to improve coverage and provisions.	n/a
Policy on voluntary inclusion of informal sector workers in social security	n/a
Retirement regulatory reforms	n/a
Number of people accessing UIF and Compensation Fund benefits	Yes
Legislation on Road Accident Benefit Scheme (RABS)	n/a
Percentage increase in direct claims originated	n/a
Reduction in legal costs	n/a
<b>SUB-OUTCOME 5: Optimal systems to strengthen coordination, integration, planning, monitoring and evaluation of social protection services</b>	
National Integrated Social Protection Information System (NISPIS)	n/a
Integrated M&E results framework for Social Protection	Yes
<b>IMPACT INDICATORS</b>	
Access to a comprehensive package of quality early childhood development (ECD) services for all young children from conception until they enter formal schooling	Yes
% Of children under 5 stunted	Yes
Improved access to social security including social assistance - 95% of persons who qualify for social assistance benefits access social assistance benefits by	Yes
<b>OUTCOME 14: NATION BUILDING: A DIVERSE, SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY</b>	
<b>SUB-OUTCOME 1: Fostering constitutional values</b>	
Number of organized stakeholder engagements and sessions that promote Constitutional Values and Social Cohesion	n/a
Evaluation of textbooks on racism, sexism, stereotype and discrimination	Yes
Preamble of the Constitution made accessible to and recited in all public schools	n/a
Number of SA flag infrastructure installed in Schools	n/a
Number of African Union (AU) flags installed in schools	n/a
Analysis of challenges facing the South African family in order to provide a basis for identifying appropriate policy interventions	No
Concept document on Constitutional awareness campaigns crafted and canvased	n/a
1 day per month media highlighting the constitution and its values	n/a
Number of members of the public reached by programmes to raise awareness and knowledge of the Constitution amongst vulnerable and marginalized groups	No
Number of National Days hosted and celebrated	n/a
Number of digital media campaigns showcasing national days of significance	n/a

Key 2019 indicators	Gender in MTSF?
Number of Programming on television and radio showcasing national days and constitutional values	No
Campaigns per year to popularise Charter of Positive Values	n/a
<b>SUB-OUTCOME 2: Equal opportunities, inclusion and redress</b>	
Employment Equity targets for all target groups approximates the demographics of the country across all levels	Yes
% of Middle and senior management should begin to approximate demographics of the country (20% of middle and senior management are African )	No
Number of Sustained and visible outreach initiatives or campaigns throughout the year (to Change attitudes and behaviour in relationship gender issues and xenophobia )	Yes
Number of community conversations on social cohesion and nation building conducted	No
Social Cohesion report back Summit hosted	n/a
Social Cohesion Advocates programme rolled-out	n/a
Conduct 9 Provincial consultations with identified stakeholders with the intention of gathering inputs for the finalisation and promotion of the National Action Plan (NAP) during 2016/17	n/a
Number of schools that partake in the Incremental introduction of African Languages Programme	n/a
Number of IDPs mainstreaming issues of women, child headed households and people living with disabilities. (75% of municipalities able to demonstrate gender/poor friendly budgeting )	Yes
Demonstrable inclusion of the poor in municipal processes	No
Implementation of the "Use of Official Languages Act" (36)	n/a
National Action Plan against Racism, Xenophobia, Sexism and Related Intolerances Implemented	Yes
<b>SUB-OUTCOME 3: Promoting social cohesion across society through increased interaction across race and class</b>	
Number of people actively participating in organised sport and active recreation events	No
Number of participants in the national school sport championships per year.	No
Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards per year.	n/a
Number of sport and recreation bodies receiving financial and non-financial support in an effort to assist them in meeting their transformation targets.	n/a
Number of Sport and recreation facilities developed through MIG	n/a
Number of participants in the national school sport championships per year.	No
Number of athletes supported by the sports academies	No
Number of athletes supported through the scientific support programme	No
Number of Community Work Programme (CPW) sites conducting greening through the implementation and maintenance of parks and vegetable gardens	n/a
<b>SUB-OUTCOME 4: Promoting active citizenry and leadership</b>	
An interactive municipal specific two way communication mechanism established	n/a
Number of programmes developed and implemented to improve participation in the national and local government elections	n/a
Voter turnout	No
Number of community engagement platforms / meetings convened by ward committees	n/a
Citizen based monitoring programmes	n/a
Promotion of social development structures like women's forum, disability forums, youth forums (% of municipalities with community forums in place )	Yes

Key 2019 indicators	Gender in MTSF?
<b>SUB-OUTCOME 5: Fostering a social compact</b>	
A social compact for nation building and social cohesion	No