

## NATIONAL GENDER MACHINERY

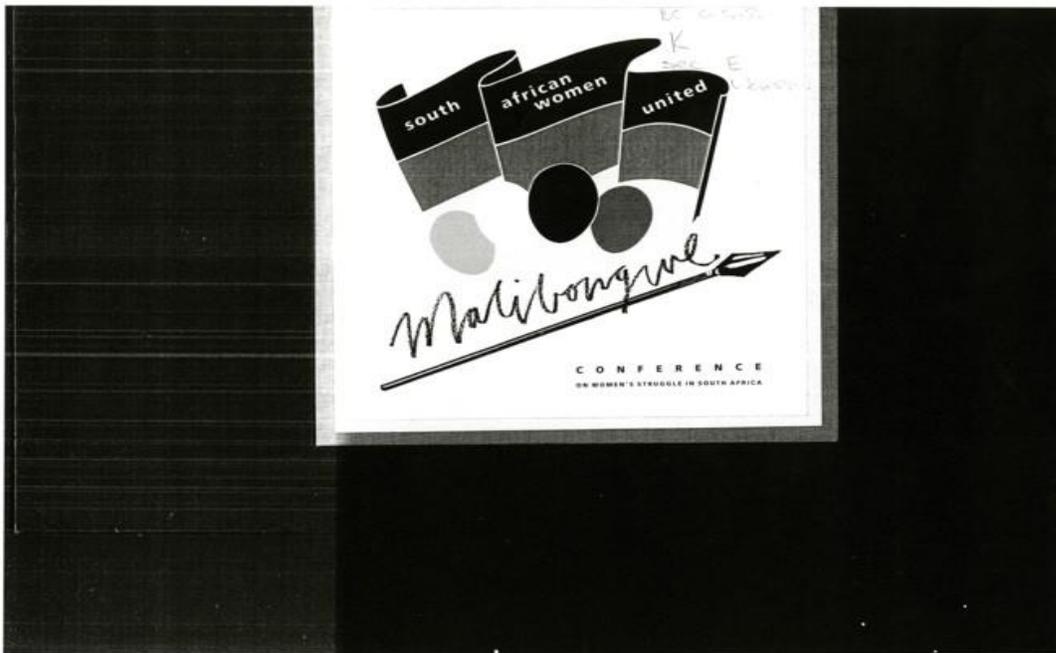
### 1.0 Introduction

COSATU, along with other alliance partners, was very instrumental in the creation of national gender machinery that was put in place by the democratic state after 1994. COSATU was part of a very important meeting held in 1995 to discuss national gender machinery which was held at the World Trade Centre. This meeting concluded on a Commission for Gender Equality, the Office of the Status of Women and the mainstreaming of gender in society.

### 2.0 Background

The South African women's conference held in Amsterdam from 13-18 January 1990 and tagged, "Malibongwe Women's Conference" was a pivotal point in South African women's history. This conference was able to discuss the preferred role of women in South African politics and society. The conference analysed the challenges faced by women and proposed a number of resolutions to address with women's emancipation as well as gender equality.

These focused on working women; education, health, culture, family, women's unity, natal violence and repression. "The subsequent programme of action gave the notion of a struggle for 'non-sexism' greater prominence, and recognised that national liberation did 'not automatically guarantee the emancipation of women.'"



This was a pioneered the discussions on the establishment of national gender machinery in line with global democratic practice and the mainstreaming of gender across society and its institutions in order to avoid the “ghettoisation” or marginalization of women and women’s issues in South African society. These discussions were initiated by the Women’s National Coalition (WNC).

As the negotiations for South Africa’s transition to democracy started two to three years before democracy, women found themselves marginalized once again. They quickly formed the Women National Coalition which was able to push for women’s inclusion in the negotiations processes as well s to fight for women’s issues to find their way onto the negotiations’ agenda.

The Women National Coalition was able to do this very effectively as it had established a “Negotiations Monitoring Team which provided reports and information to Women National Coalition member organisations”. Through this coalition, a “Women’s Charter for Effective Equality” was developed built on the back of the “Women’s Charter” that was developed in 1954 by the Federation of South African Women (FEDSAW).

The coalition continued to exist and to provide leadership and to draw on the resolutions of the Amsterdam Women’s Conference. This ensured that an even broader consultation took place amongst women back home in South Africa to strengthen the Amsterdam resolutions and to put a plan in place for the implementation of new WNC resolutions, hence the constitution was able to include women’s concerns including the inclusion of a Commission for Gender Equality amongst the institutions referred to in Chapter 9 of the South African constitution. The Presidency was also given the mandate of being in charge of the gender programme and in this office the Office of the Status of Women was located.



### 3.0 The Office on the Status of Women

The Office on the Status of Women (OSW) was established in 1996 and was located in the Presidency.

The broad mandate of the OSW could be summarised through the following text:

- To ensure that government lives up to its constitutional and political mandate as well as its international commitments of making a non-sexist, equitable and equal society a reality;
- To develop and advance national policy on women's emancipation and gender equality;
- To advise the Presidency on all matters pertaining to women's emancipation and gender equality;
- To liaise with relevant international institutions on behalf of South Africa;
- To work with Ministeries, Departments, provinces and all publicly funded institutions on the mainstreaming of gender in all policies, practices and programmes;
- To develop key indicators for measuring national progress towards the attainment of women's emancipation and gender equality;
- To co-ordinate education and training on gender issues;
- To facilitate the implementation of awareness and consciousness programmes on gender;
- To advocate for the empowerment of women and gender equality
- To consult and liaise with civil society on gender issues;
- To initiate and promote cross-sectoral action on cross-cutting issues such as the girl-child, GBV as well as HIV and AIDS;
- To provide a framework for the effective implementation of the gender programme at the national, provincial and local government levels.

Adapted from: [www.afdevinfo.com](http://www.afdevinfo.com)

From the list above, it is clear that the OSW had a huge task to undertake. It ably executed the task of developing a framework policy on gender and women's empowerment. It instituted the mainstreaming of gender through the gender focal persons. It also ably reported on the implementation of international conventions as ratified by the South African government e.g. the Convention for the Elimination of all forms of Discrimination Against Women (CEDAW) and the AU's Solemn Declaration on Gender Equality in Africa amongst others.

### 3.1 Challenges of the OSW

a. One of the most undermining factors that the Office on the Status of Women had during its tenure was understaffing. The OSW report of 2008-2009 to parliament reflects this clearly. "Given this challenges the Office is unable to fast track the 50% representation of women in senior management level; the establishment of Gender Framework Policy's in Departments, conduct monitoring and evaluation effectively and provide technical assistance to departments necessary for mainstreaming gender".

There is no indication that this matter of Monitoring & Evaluation was ever dealt with prior to the demise of the National Office of Status of Women shortly after this report was submitted to Parliament. A key complaint of the OSW was the lack of research capacity thus making a mockery of the commitment to monitor and evaluate programme implementation.

b. In addition to the lack of human resources, this office also had insufficient resources namely: office space and lack of finances to effectively drive the programmes. It must be noted that this office was able to represent South Africa effectively in international forums and report on work done under such difficult conditions.

c. The level of the Manager in the OSW was that of a Director making it impossible to call Director-Generals to account, by virtue of the seniority of Director-Generals and government protocol. This is probably one of the key motivations for the successor of the OSW namely: the Department of Ministry of Women Children and people living with Disabilities.

d. The OSW had managed to get a buy-in from government to ensure the appointment of gender focal persons in government departments and at all levels of government; but the office could not ensure that all government departments and all levels of government were adhering to this recommendation. OSW offices were established in the offices of provincial premiers; but these were not present in all nine provinces. Whilst the Office of Status for Women has collapsed nationally, it still exists in some of the provincial premier's offices.

e. Another challenge that the OSW experienced was the poor co-ordination between the OSW, the Joint Monitoring Committee on the Improvement of the Quality of Life and Status of Women and the Commission for Gender Equality. The OSW had proposed the idea of a Plan of Action to support co-ordination and networking of all gender machinery.

f. The OSW was concerned also about its lack of strategies and mechanisms or guidance for working with civil society, business and labour. This was also glaring when it came to the OSW interaction with local government. Noting the importance of local government and/ or the role that local government is supposed to play in our people's lives.

#### **4.0 The SA National Framework Policy for Women's Empowerment and Gender Equality**

The National Framework Policy for Women's Empowerment and Gender Equality, popularly known as Gender Framework Policy (GFP) was adopted in 2000. The GFP deliberately chose a "basic needs" approach as its foundation. This was in spite of the fact that South Africa is considered to be a middle-income country.

Whilst this may be true, the majority of people in South Africa, mainly women live in abject poverty or in fear of poverty. This approach is still relevant today when we consider the current economic crisis that started in 2008 where South Africa lost over 1 million jobs. The Minister of Economic Development said that the global economic collapse in the second half of 2008 had resulted in the loss of 1.1 million jobs in South Africa, with a further 739 000 people joining the ranks of discouraged work-seekers (between the last quarter of 2008 and the second quarter of 2010) and where 4 in 5 jobs lost were women's jobs.

The Gender Framework Policy was not merely an academic exercise; but it emerged from a very lengthy and hopefully meaningful consultative process which started in 1990. This consultative process identified the challenges of the country as follows:

- a. Gender power relations- that the transformation of society needs to embrace the transformation of gender relations in order to ensure genuine gender equality.
- b. Poverty and Inequality- because of apartheid historical reasons women continue to be the most highly affected by poverty. Most black women still reside in the rural localities or in the former Bantustans which were characterized by under development and poverty. Even in the urban areas, black women are found in townships where poverty is a way of life.
- c. HIV and AIDS- in South Africa an estimated 5.2 million people are living with HIV and AIDS and of this number an estimated 59% of these are women. This presents gender dynamic challenges for the state in addressing the HIV and AIDS pandemic.
- d. Gender Based Violence- Violence against women remains a serious problem in South Africa, despite numerous attempts to address through public education programmes and national campaigns. For example, femicide statistics place the murder of women in South Africa at 8.8% per 100 000; whereas rape occurs every 17 minutes. Access to basic needs- women's access to basic needs is impaired by unequal power relations between men and women relegating women to the margins in terms of access to basic needs.
- e. Access to basic resources- women's access to basic resources such as water and fuel is limited by the fact that women do not have access over these resources and that in the rural area where women are concentrated; there is poor infrastructure that promotes access to these basic resources.
- f. Access to employment- many women cannot access skills for professional employment. In recent years there has been a decline of women employment in semi-skilled and unskilled employment due to the economic crisis where 4 out of 5 jobs lost in the economy were women's jobs.
- g. Access to land- women's access to land is challenged by patriarchal cultural practices where men obstruct women's access to land.
- h. Access to science and technology- women have inadequate access to science and technology stemming from traditional beliefs about women's role in society. This prevents unimpeded access to science and technology which would ensure women's productivity and a rise in the quality of national production and productivity.

- i. Access to political power- there are more women in political leadership and decision making. There is a need to ensure that this translates to improved standards of living and status of women more broadly.
- j. Administrative justice- women still continue to face poor access to justice due to their lack of knowledge about the legal provisions as well as through a macho culture in government institutions.
- k. National Gender Machinery- the comprehensive range of national gender machinery needs to be resourced by skilled personnel and other necessary resources in order to be able to deliver on its mandate.

The Gender Framework Policy proposed measures, processes and mechanisms to indicate progress towards gender equality. These included legislation and policies; establishment of a focal point for women parliamentarians; gender mainstreaming across all levels of government; the development of provincial gender action plans and the monitoring of policy implementation.

The Gender Framework Policy proposed that the following skills and outputs were required to achieve the national goal of gender equality:

<b>PROGRAMME AREAS</b>	<b>SKILLS REQUIRED</b>	<b>OUTPUTS</b>
<b>Policy</b>	<ul style="list-style-type: none"> <li>- Gender based analysis;</li> <li>- Policy formulation;</li> <li>- Programme design;</li> <li>- Programme planning.</li> </ul>	<ul style="list-style-type: none"> <li>- Gender sensitive programme;</li> <li>- Clear sectoral policies;</li> <li>- Plans of action.</li> </ul>
<b>Gender Mainstreaming</b>	<ul style="list-style-type: none"> <li>- Statistical analysis;</li> <li>- Gender based analysis;</li> <li>- Training skills;</li> <li>- Research skills;</li> <li>- Planning</li> </ul>	<ul style="list-style-type: none"> <li>- Disaggregated data;</li> <li>- Integration of gender into day to day activities of departments;</li> <li>- Clear gender planning programmes.</li> </ul>
<b>Co-ordination and Planning</b>	<ul style="list-style-type: none"> <li>- Strategic planning;</li> <li>- Communication skills;</li> <li>- Quantitative and qualitative evaluation skills;</li> <li>- Co-ordination.</li> </ul>	<ul style="list-style-type: none"> <li>- Management information system;</li> <li>- Consensus about the role of the gender programme.</li> </ul>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>- Social and Economic skills;</li> <li>- Research/analytical skills;</li> <li>- Planning;</li> <li>- Training;</li> <li>- Monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>-Common understanding of gender and its role in transformation.</li> </ul>
<b>Liaison Networking</b>	<ul style="list-style-type: none"> <li>- Communication;</li> <li>- Grasp of stakeholders' interests;</li> <li>- Organisational skills;</li> <li>- Report writing .</li> </ul>	<ul style="list-style-type: none"> <li>- Clear communication with NGOs and international agencies.</li> </ul>

<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>- Management skills;</li> <li>- Training;</li> <li>- Facilitation skills;</li> <li>- Analytical skills;</li> <li>- Insight into social situation.</li> </ul>	<ul style="list-style-type: none"> <li>- Training modules;</li> <li>- Best practices;</li> <li>- Skilled cadre of gender people;</li> <li>- General awareness of all government officials about the goals, objectives and strategies of the gender programme.</li> </ul>
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**Source: South Africa's National Policy Framework for Women's Empowerment and Gender Equality, P 45**

The Gender Framework Policy also reflects on the legislation that had been passed by 2000 that included a reversal of a long history of women's oppression, discrimination and marginalization. These pieces of legislation were drawn up in line with the 1996 Constitution which rejected oppression of any person by another; which rejected also the marginalization and discrimination of any person on any basis such as gender or sexual orientation; but also strongly advocated for a rights culture which included the right to equality and the right to protection inter alia, other rights as contained in Chapter 2 of the Constitution.

These pieces of legislation included issues of the protection of women within the family; protection of women in society; employment of women; women's access to property; women's access to education, training and development; issues of equality and issues of public participation.

Since then more legislation has been introduced. All the legislation seeks to be in line with the constitution. Some of the significant amongst these is the promulgation of the Sexual Offences Act which extended and clarified the definition of rape and the Civil Union Act which allows for same sex marriages. The Gender Framework Policy adopted a vision, "of a society in which women and men are able to realize their full potential and to participate as equal partners in creating a just and prosperous society for all."

The principles underlying the vision were:

- a. Equality between men and women
- b. Recognition of differences and inequalities among women
- c. Women's rights are human rights
- d. Customary, cultural and religious practices are subject to the right to equality
- e. Public and private are not separate spheres of life
- f. Entitlement to the right of integrity and security of person
- g. Affirmative action programmes for women
- h. Economic empowerment for women

i. Mainstreaming gender equality

j. Partnerships between government and civil society” (p.21, GFP, OSW, 2000)

The Gender Framework Policy also detailed a framework for implementation of the policy which included:

a. Institutional Framework and Mechanisms e.g. Beijing Platform of Action and the National Gender Machinery which would include constitutional prescriptions (including CGE); the OSW and departmental Gender Focal Persons; other Chapter 9 institutions; Women’s Organisations in Civil Society; Provincial and Local Government Gender Machinery.

b. The Gender Framework Policy also focused its attention on integrated co-ordination of gender machinery and the process for gender mainstreaming. The OSW would be the apex and chair of the co-ordinating structure. (This may need to be revamped in line with the new structure of the National Ministry of Women Children and Disabled Persons.

c. Education, training and research were seen as critical aspects of implementation of the GFP.

d. Ongoing monitoring and evaluation would be an important pillar of the implementation process (including gender audits) This was seen as critical in measuring the levels of success and the levels of the gender programme’s impact for women impact and for the whole society in general. Short-term indicators e.g. policy development, capacity building, gender sensitive recruitment and discipline, increased access to leadership and management, data collection were identified. Long-term indicators such as increased representivity of women in sectors, leadership and management; economic empowerment and poverty reduction; protection from violence; positive images in the media were also identified.

e. The issue of adequate resourcing of the national gender programme was also raised in the framework policy.

f. The success of the policy was dependent on support of the leadership; effective co-ordination, networking and monitoring (focus on the bigger picture) and changing attitudes, values and behaviour.

## 5.0 The Commission on Gender Equality (CGE)

The Commission for Gender Equality (CGE) is an independent state institution established in terms of Chapter 9 of the constitution, Act no. 108 of 1996 of the RSA. The powers and functions of the CGE are outlined in the Commission on Gender Equality Act, 1996(Act No.39 of 1996). Its constitutional mandate is contained sections 119 of the 1993 Constitution, section 187 of the 1996 Constitution.

The CGE has been charged with broad mandate to promote respect for gender equality, and to make recommendations to Parliament on any legislation affecting the status of women in South Africa. The CGE has the power to monitor, investigate, research, educate, lobby, advise and report on issues concerning gender equality and to create a society free from gender discrimination and any other forms of oppression where people shall have the opportunities and means to realize their potential regardless of gender, race, class, religion, disability or geographic location.

The Constitution made a provision for the establishment of the Commission for Gender Equality “to promote gender equality and to advise and to make recommendations to Parliament or any other legislature with regard to any laws or proposed legislation which affects gender equality and the status of women”. The Commission on Gender Equality Act, in line with the Constitution, clarifies the independent status of the CGE.



The tasks of the CGE have, amongst other are as follows:-

- a. To monitor, evaluate and make recommendations on all policies and practices of organisations, bodies and institutions in South Africa to ensure that they promote gender equality in their work;
- b. To develop, conduct and manage information and education programmes, to enable the public to promote gender equality as well as to understand the role of the Commission;
- c. To evaluate any bill or proposed legislation likely to affect gender equality, or the status of women, and make recommendations accordingly to Parliament or the appropriate provincial legislatures;

d. To recommend to Parliament or the provincial legislatures the adoption of new legislation for promotion of gender equality and the status of women;

e. To investigate any gender related issue on its own accord or on receipt of complaint; and attempt to resolve any dispute or rectify any act or omission by mediation, conciliation and negotiation;

f. To conduct or commission research to further the objectives of the Commission”

In terms of its mandate as contained in the Promotion of Equality Act of 2000, the CGE also has been empowered through section 20 of the Act to take up equality court cases on behalf of vulnerable individuals or groups and to assist people who wish to institute legal proceedings through the equality court. This Act also empowers the CGE to demand information from any state institution or person relating to the achievement of equality.

### **National Gender Machinery**

Before the establishment of the CGE, there were rich and complex deliberations that took place around the country. In that debate, South Africans tried to look at the best mechanisms, institutions and processes that would promote the quality of life, status of women and promote gender equality in the future society. The CGE and indeed the entire National Gender Machinery resulted from these deliberations. After careful comparative analysis, it was decided that South Africa needed a complex but connective nerve-tissue of structures which are aimed at addressing historic and structural inequalities and marginalization of women in society.

The National Gender Machinery is based on the need to balance mainstreaming of gender equality processes, ensuring that society broadly takes on the responsibility of redressing women’s oppression and patriarchal domination as well as building gender equality. It is against this background that today in South Africa, we have structures located in government, headed by the Department of Women, Children and People with Disabilities, supplemented by remaining provincial structures from the previous Office on the Status of Women, with Gender Focal Points at departmental and some municipal levels.

### **Structure of the CGE**

The CGE is lead by 12 Commissioners, selected by Parliament and appointed by the President. These commissioners in turn appoint a Chief Executive Officer to staff and manage the structure and programmes of the CGE. The chairperson is appointed by the President and the deputy chairperson elected by the commissioners. The CGE currently has its head office situated at Constitution Hill, Braamfontein, and Nine Provincial Offices, and staffed by a researcher, legal officer and outreach officer, supported by two administrative staff.

## Adhoc Committee Review of Chapter 9

In 2006 Parliament released a committee report overseen by the Adhoc Committee on the first ever Review of the Chapter 9 and related Institutions that are at the core of consolidating, growing and sustaining the hard-fought democracy; its purpose was to assess the extent to which society had been transformed and human rights entrenched through the work of the Chapter 9 institutions; aimed to identify the effectiveness and relevance of the chapter 9 institutions , individually and collectively and to strengthen them further to ensure that they achieve their objectives as institutions.

The committee was chaired by the late Kader Asmal. Therefore it was called the “Asmal Review” and generated considerable debate on the effectiveness of Chapter 9 institutions with the CGE receiving substantive criticism as a result. The following were the findings and recommendations from the committee:-

- Financial matters and budget allocations: noting the budget discrepancies in chapter 9, budget processes in different departments with resulting misperceptions of accountability to these departments, the committee recommended that budgets should be contained in a separate programme in parliament’s budget vote.
- Appointments of commissioners with regard to selection criteria and enhancing public involvement in appointment processes, staggering appointments for greater continuity to be done by chairpersons or relevant parliamentary committee. The ministers not to be involved.
- There was no relationship between parliament and chapter 9, therefore proposal was on the creation of a unit on Constitutional Institutions and other statutory bodies, to be housed and chaired by the speaker. The capacitation of portfolio committees on engagement with the chapter 9.
- Chapter 9 are urban based and there should be innovative ideas by chapter 9 on outreach and accessibility particularly to people living in rural areas.
- Single human rights body – the committee noted that the multiplicity of chapter 9 resulted in an uneven spread of resources and capacity. Therefore recommended for a call for an **umbrella human rights body**, to be called “**South African Human Rights Body**”. Which mean the incorporation of Human Rights Commission (HRC), Commission For Gender (CGE) Equality, Commission for Religion and Language(CRL) and Youth Commission.

To comprise of commissioners for the areas of gender, children and youth and people with disabilities. The recommendation was a task team of three chapter 9 Heads and six National Assembly

members be established to lead this process and report to the National Assembly within 12 months.

The CGE brings with it a significant location within the National Gender Machinery and set of powers that enable it to obtain any information necessary for it to execute its monitoring mandate and to advise public and private on policy reform or implementation weaknesses. COSATU as a trade union movement to take up the ongoing struggle against gender inequalities must continue to raise its voice on dissatisfaction and strongly oppose the call made by the Adhoc committee on the establishment of the Umbrella Human Rights Body. As this approach is gender blind, and viewed one of the most patriarchal mind and reactionary that would widen the scope of inequalities that the Commission for Gender Equality collectively with civil society and the South Africans have worked very hard for its eradication.

## **6.0 Mainstreaming of Gender and Gender Focal Persons**

The major motivation for instituting gender focal persons resides in the need for gender mainstreaming, i.e. to ensure that gender concerns and gender sensitivity are infused into all programmes of government. The Gender Framework Policy as developed by the OSW gave several responsibilities to government departments, Parliament and the Cabinet. For the gender policy to be effectively implemented and monitored, gender focal persons became critical. The tasks of the gender focal persons were identified as follows in the Gender Focal Poiints:

- “a. To ensure that each department implements the national gender policy;
- b. To ensure that gender issues are routinely considered in departmental strategic planning exercises;
- c. To ensure that departments reflect gender considerations in their business plans and routinely report on them;
- d. To review departmental policy and planning in line with the National Gender Policy Framework;
- e. To review all policies, projects and programmes for their gender implications;
- f. To ensure that departments provide and use gender aggregated data in their work;

g. To co-ordinate gender training and education of all staff within departments so as to ensure that gender is integrated into all aspects of the work;

h. To monitor and evaluate departmental projects and programmes to assess whether they are consistent with national gender policy.”

It is recommended, therefore that more research needs to be conducted on the whole issue of gender mainstreaming and gender focal persons so that data on the initiative can be publicly available and more reliable knowledge on the question of gender mainstreaming and gender focal persons is more readily available.

## **7.0 Gender Machinery in Parliament**

Initially Parliament set a Joint Monitoring Committee on the Improvement of the Quality of Life and Status of Women whose task was:

“a. Monitor and evaluate progress with regard to the improvement in the quality of life and status of women in South Africa, with specific reference to Government’s commitment;

- i. to the Beijing platform of action;
- ii. regard to the implementation of the Convention on the Elimination of all forms of Discrimination Against Women; and
- iii. to any other applicable international instruments.

b. May make recommendations to both or either of the Houses, or any joint or House Committee

This committee was established during an interesting time of the Beijing Platform of Action, the establishment of national gender machinery and the development of gender-conscious policies. Many of the products such as the policy and the gender machinery were influenced by this committee.

This committee has gone through a transition. Today its equivalent is known as the Portfolio Committee on Women Children and Disabled Persons, which is aligned to the new Ministry of Women Children and Disabled Persons.



## 8.0 National Ministry of Women Children and Disabled Persons

The call for this Ministry began in 2004. There was perceptible consensus within the ANC Women's League on the Ministry. The Alliance was not fully drawn by the ANCWL on this Ministry so there was no real Alliance position. In the end the Women's Ministry was established but as a stand alone; but to be joined together with Children and Disabled Persons.

The Ministry is still relatively new. COSATU should be seeking to work together with it. A proposed COSATU agenda on collaboration with this Ministry should seek to:

- a. Review the National Gender Policy Framework. The policy has been in place since 2000, but it may need to be aligned with current realities.
- b. Build a consultative forum that allows for co-ordination of the gender programme, Gender Advocacy Program and the implementation of the gender policy in government and society at large.
- c. Lobby for research which looks at how far the gender policy has come covering; gender audit as well as the improvement of the lives and the status of women in society.
- d. Lobby for a co-ordinating structure for all gender machinery to ensure effective implementation of the gender policy, Gender advocacy Program and the gender programme.

## 9.0 Conclusion and Recommendations

This paper has attempted to trace the genesis of South Africa's National Gender Machinery from the mid nineties to the present time. In this reflection it has been compelled to scan through the Office of Status of Women, the Gender Policy Framework, the gender focal persons and gender mainstreaming, the CGE, the Parliamentary Gender Machinery as well as the Ministry of Women Children and Disabled Persons. In this reflection it has become evident that:

### a. There is need to review the Gender Policy Framework

- i. In the wake of the Ministry of Women Children and Disabled Persons: should this structure not be the one that plays the role of co-ordination previously envisaged by the National OSW?
- ii. The development of the Gender Action Plan: should this not be undertaken jointly with the national gender machinery, provincial gender machinery, local gender machinery and civil society organisations?
- iii. What should the role of current provincial OSW offices be? What are COSATU suggestions for the integration of these offices into the integrated national gender machinery?

### b. CGE

Recommendations for strengthening the Commission for Gender Equality are proposed as follows:

- i. The ad hoc Committee on the Review of Chapter 9 and Associated Institutions found that Commissioners did not understand the mandate given to them as the CGE through the Constitution, the CGE Act and the Promotion of Equality Act. This suggests a need to ensure that commissioners appointed understand their role through an orientation program for new Commissioners.
- ii. The CGE should develop comprehensive institutional, governance and financial measures to promote transparency within the CGE and to reduce potential for friction. These should incorporate a code of conduct for Commissioners.
- iii. The appointment of Commissioners should be done speedily to ensure that the CGE functions optimally at all times. The remuneration of Commissioners should be in line with the remuneration of other Chapter 9 institutions.

Parliament's Remunerations Advisory Committee should develop a proposal that will ensure standardization and equal treatment of the officials of Chapter 9 institutions.

- iv. Rejection and recall the consolidation for the Chapter 9 institutions as it would minimize the voice of the most marginalized group and premature for especially for a country that has a high rate of inequalities.
- c. Gender Mainstreaming and gender focal persons
- i. Review of the gender mainstreaming strategy with the aim of strengthening it and to assess the impact of the strategy on women's lives and their status in society.
  - ii. Ongoing education, training and support of gender focal persons at all levels of government.
- d. Ministry of Women, Children and Disabled Persons
- i. This Ministry must conduct a policy review- in consultation with national gender machinery, gender focal persons and civil society.
  - ii. The Ministry must be at the forefront of co-ordinating national gender machinery and ensuring that civil society plays a significant role in the implementation of the Gender Framework Policy.
- e. Portfolio Committee
- i. Liaise and network with civil society, national gender machinery
  - ii. Conduct research on recommendations to parliament
  - iii. Ensure that the Ministry is accountable to Parliament

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