



social development

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TO	The Senior Manager: Gender and Transformation : Mr.J.van den Berg The Manager: Gender: Ms.M.Moseki	FROM:	Ms. S. Crouch
DATE:	17 July 2015	FILE NR:	H 2.5.1.

SUBJECT: Approved: Gender Equality Policy

Dear Colleague

The Gender Equality Policy submitted to Policy and Planning has reference.

You are hereby furnished with the Gender Equality Policy, as approved by the Executive Authority.

Kind regards

pp. *MS.E*
.....

MS.E.SUMMERS
SENIOR MANAGER: POLICY AND PLANNING





social development

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Date: 2015/06/26

Reference: H2.8.2.2

Mr. M. Sokatsha
MEC for Social Development
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Kimberley
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ADOPTION AND IMPLEMENTATION OF THE GENDER EQUALITY POLICY

Attached for your consideration and approval by your good self, the departmental Gender Equality Policy, which has gone through the relevant consultative process.

The purpose of the Gender Equality Policy is to ensure that the department complies with the South Africa's National Policy Framework for Women's Empowerment and Gender Equality, as adopted by Parliament in 2000, by ensuring that gender is mainstreamed into all programmes and projects of the department. The policy will also ensure that women are empowered and there's gender equality in the workplace. This policy will monitor and evaluate the extent in which the department is ensuring a better quality of life for all women through improved and accelerated service delivery.

Yours faithfully


.....
MS.E.BOTES
HEAD OF DEPARTMENT





social development

Department:
Social Development
NORTHERN CAPE



**Department of Social Development
Northern Cape**

Gender Equality Policy

The Gender Equality Policy for the Department of Social Development is hereby recommended by the Head of Department.

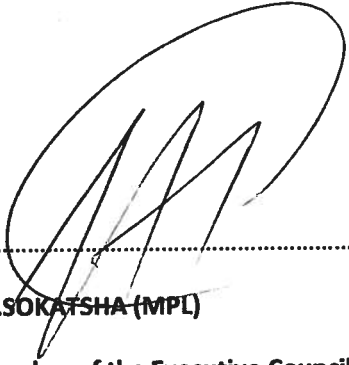

.....
MS.E.BOTES
HEAD OF DEPARTMENT

2015-06-29
.....

DATE

Approval

The Gender Equality Policy for the Department of Social Development is approved by the Member of the Executive Council and shall come into effect from date of approval thereof.


.....
M.SOKATSHA (MPL)
Member of the Executive Council for Social Development

29/06/2015
.....
DATE

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1. FOREWORD BY THE HEAD OF DEPARTMENT

The 1994 new democratic government inherited a Public Service which was strongly influenced by discriminatory employment policies and practices based on race, gender and disability. These groups were poorly represented at decision-making levels and in other technical occupational classes, and at least after 21 years, the situation has slightly changed. The Constitution identifies representativeness of the Public Service as one of the main foundations of a non-racist, non-sexist and democratic society that integrates people of all races, gender, disability and class as one. As a result, the initiatives to remove discriminatory practices and policies in employment through progressive policies like the Gender Equality Policy are crucial in the broader public service, and with no exception to the Department of Social Development.

The Gender Equality Policy is a testimony of the Department's commitment to the transformation of the Public Service into an institution whose employment practices are underpinned by equity and freedom. The Department endeavours to be as representative of the demographics of the country as is possible, and draws on the talents and skills of the diverse spectrum of the South African society. In doing this, it will not only be geared towards providing better services for all sectors of our society but will also enjoy legitimacy in the eyes of the South African people.

The Gender Equality Policy argues for a fundamental shift in approach from existing practices by not seeing gender in the workplace as an activity undertaken in addition to other administrative tasks, but as an essential tool for achieving the Departmental strategic and operational goals. It follows therefore that gender in the workplace is not an isolated function carried out only by specially appointed staff, but rather an integral element of every aspect of the Departmental management practices. This policy seeks to remove the stereotype that gender issues are women issues, and inculcate the belief that gender issues are human rights matters and everybody, notwithstanding office or position; sex; colour or creed, has a significant role to play.

This policy aims to align the Northern Cape Department of Social Development with the equity clause as set out in Chapter 2 of the Constitution of the Republic of South Africa, Act 108 of 1996, and the South Africa's National Policy Framework for Women's Empowerment and Gender Equality, 2000. It further seeks to align the policies, practices and functions of the Department with international conventions like the UN Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), as adopted by the South African Government in 1995, and the Beijing Platform of Action.



Ms E. Botes

Head of Department: Department of Social Development

2. CONCEPTUAL BACKGROUND

The Department of Social Development is responsible for the provision of services, which aim to create an enabling environment for sustainable development. Such services will be more effective when gender inequality is addressed. This Department is the second sphere of the Government that is closest to the Community, and the services it provides to the public can make a significant change in addressing past gender imbalances in the community.

In its Strategic Plan, the National Department of Social Development emphasized that in order to perform its work it should take consideration of the rights of individuals as enshrined in the Constitution of the Republic of South Africa. One of the key values underpinning the vision that is articulated in the Strategic Plan of the Department is fostering a caring and self-reliant society that upholds human dignity by rebuilding families and communities through policies and programmes empowering the young, old, disabled, as well as women. In its values and ethos the Department outlined that it will ensure equity and freedom from discrimination and harassment in the workplace and the services it provides.

The policy will align the Northern Cape Department of Social Development with the Equality Clause as set out in Chapter two of the Constitution of the Republic of South Africa, Act 108 of 1996 as well as the South Africa's National Policy Framework for Women's Empowerment and Gender Equality, 2000. It further seeks to align the policies, practices and functions of the Department of Social Development with international conventions like the UN Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), as adopted by the South African Government in 1995 as well as the Beijing Platform of Action.

According to the situational analysis and problem statement as stated in the National Policy Framework for Women's Empowerment and Gender Equality, unfair discrimination against women which has resulted in their impoverishment.

The South African National Policy for Women's Empowerment and Gender Equality places the responsibility of developing, planning and implementing effective and innovative strategies for the promotion of women's empowerment on all the Government Departments. Gender equality and women's empowerment are linked. Women will win equality when they are able to act on their own behalf, with a strong voice to ensure that their views are heard and taken into account hence, the establishment of gender focal points in the Government Departments.

Empowerment of women has become a central concept in government and development circles in South Africa and its position within a gender perspective needs to be addressed. This is also acknowledged by the government in its National Gender Policy which asserts that the empowerment of women can be achieved by "... understanding and addressing the gendered nature of society and the differential needs and interests of women."

Despite considerable progress made regarding the legal status of women, and despite gender equality being entrenched in the Bill of Rights of the Constitution of South Africa 1996, South African women and men do not enjoy rights in practice. Women are still experiencing obstacles in entering corporate management and other decision making positions; women are still living in poverty; prevailing under-representation of women in decision making structures and violence against

women, show that structural gender inequality remains firmly embedded in the South African Society.

3. BACKGROUND TO THE WOMEN'S EMPOWERMENT AND GENDER POLICY

The Women's Empowerment and Gender Equality Policy is an amended version of the Gender Policy in the Workplace document that was adopted by the Northern Cape Department of Social Development in 2008.

The policy derives its mandate from the Bill of Rights as contained in the Constitution of the Republic of South Africa, Act 108 of 1996, the South Africa's National Policy Framework for Women's Empowerment and Gender Equality, A Strategic Framework for Gender Equality (2006-2015), and the National DSD Women's Empowerment and Gender Policy. The Policy is also aligned to the United States Declaration on the Elimination of All Forms of Discrimination against Women (CEDAW) as adopted by the South African Government in 1995 as well as the Beijing Platform of Action. The South African Constitution, Act 108 of 1996 and its Bill of Rights addresses the political commitment to women's empowerment and gender equality. It is expressed as "the transformation of the State into a genuinely non-sexist and nonracist society".

The former President of the Republic, during his Inaugural Address in 1994, President Mandela noted that genuine liberation in our country would not be achieved "unless we see visible and practical terms that the condition of women in our country has radically changed for the better and that they have been empowered to intervene in all spheres of life as equals with any member of our society."

4. POLICY STATEMENT AND SCOPE OF APPLICATION

Gender equality is a fundamental human right and an essential prerequisite for achieving a gender equitable society. However, de facto gender equality has been elusive. Legislative change must be accompanied not only by policy measures that promote this constitutional principle, but they should also result in the implementation of gender equity across all sectors of society, to ensure that we adopt widely-internalized gender-sensitive attitudes and practices. Alongside gender mainstreaming has been an approach that emphasizes the engendering of all policies and practices. The ultimate goal of an approach to engender policy and practice is the empowerment of women, where empowerment refers to both men and women becoming active agents in the transformation of their own lives and that of society as a whole.

The policy seek to promote and protect human dignity and human rights of women, including the rights of women with disabilities and further to clarify the role of the department in promoting non-sexism and non-racialism, particularly issues pertaining to organizational transformation and change on how these changes are managed within the context of a transforming and developing State.

Whiles the departmental women's programmes and projects seeks to redress some of the imbalances of the past by incorporating a strategy geared towards increasing the number of women at all levels of the Senior Management Service (SMS), the Policy will help the department to implement all these using a gender lens thus focusing on promoting substantive gender equality that

goes “beyond just numbers” to include the element of empowerment, development and leadership of all women.

The incorporation and integration of gender into the day-to-day work of the department is based on government’s national priority areas in accelerating change to improve the quality of life of the people both in rural and urban areas. This translates to a concerted effort needed at all levels, in addressing women’s empowerment and leadership development.

The Policy is a mechanism that will assist in shifting the mind-sets from treating gender issues as “business as usual”, towards locating it at the very central point of the transformation process in the department. Achieving the goal of gender equality is therefore premised on the fundamental integration of gender issues within all structures, institutions, policies, procedures, practice, programmes and projects of the department.

5. RATIONALE FOR THE WOMEN’S EMPOWERMENT AND GENDER POLICY

In order to achieve a society free of racism and sexism and where, women are not seen as forming a society separate from men, the department in line with the Women’s Charter of 1954, must undergo a paradigm shift with regard to the way in which resources are allocated and how officials relate to each other and with the stakeholders.

An analysis of the 21 years of democratic governance depicts that despite considerable progress made regarding the legal status of women, and despite gender equality being entrenched in the Bill of Rights of the Constitution of South Africa of 1996, South African women and men do not enjoy equal rights in practice.

The rationale of the Policy is to guide the department on action to be taken to remedy the historical legacy by proposing and recommending an institutional mechanisms to facilitate equal access to goods and services for both women and men. The Policy also outlines a process that will enable the department to ensure that gender issues are not treated as “something at the end-of-the -day” business but rather to ensure that the process of achieving gender equality is at the very centre of the transformation process in the department.

6. PURPOSE OF THE WOMEN’S EMPOWERMENT AND GENDER POLICY

The purpose of the policy is to ensure that the department complies with the South Africa’s National Policy Framework for Women’s Empowerment and Gender Equality as adopted by Parliament in 2000 by ensuring that gender is mainstreamed into all programmes and projects of the department. The policy will also ensure that women are empowered and there’s gender equality in the workplace. This policy will monitor and evaluate the extent in which the department is ensuring a better quality of life for all women through improved and accelerated service delivery.

7. LEGISLATIVE FRAMEWORK

The statutory and policy architecture for gender equality in the country is comprehensive and multi-dimensional, with individual laws and policy overlapping to provide seamless protection of the rights of women and girls. Progressive legislation includes the **Promotion of Equality and Prevention of**

Unfair Discrimination Act, the Employment Equity Act, the Domestic Violence Act, Sexual Offences Act and the Civil Union Act, amongst others. The recently formed Ministry for Women, Children and Persons with Disabilities is a central co-ordinating point for the advancement and protection of the rights of women, children and persons with disabilities.

Furthermore, the Public Service adopted a **Gender Management System** – a network of structures, mechanisms and processes – that enables the mainstreaming of gender across government. **The Eight Principle Plan for Heads of Departments** provides a mandate to see that gender equality becomes a goal in all aspects of government departments.

The country has also ratified a number of international and regional instruments that promote gender equality, including the 1979 Convention on the Elimination of All Forms of Discrimination against Women (ratified 1995), the 1993 Declaration on the Elimination of Violence Against Women (signed 1996), the 1995 Beijing Declaration and Platform for Action and the Optional Protocol to CEDAW, ratified in 2005, and the AU Heads of States Solemn Declaration of Gender Equality in Africa (adopted in 2004). The ratification of the SADC Protocol on Gender and Development which was signed by the President in 2008 must be fast tracked. South Africa is bound by international, regional and sub-regional laws ratified and must take all necessary steps to protect women from discrimination and abuse in all spheres.

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

The Cabinet in November 2005 adopted a **revised employment equity target of 50% women at all levels in the SMS by 31 March 2009** in order to align South Africa with the **Solemn Declaration on Gender Equality in Africa**, to which South African is a signatory; and also with the **SADC Heads of States revised minimum target of 30% to 50% women in decision-making positions.**

8. THE CURRENT STATUS OF WOMEN AND THE KEY CHALLENGES

- **Gender relations:** One of the key objectives in the process of transformation remains that of the transformation in gender relations. The challenge is to shape the broad transformation project in a way which acknowledges the centrality and compatibility of the transformation of gender relations to the broader institutional change process. This requires a fundamental review of what has come to be accepted as 'business as usual.
- **Poverty is a major problem for women in South Africa.** The systematic and socially engineered location of women in rural areas, and the underdevelopment of infrastructure in these areas, has been directly responsible for the poor conditions under which the majority of South Africa's rural communities live.
- **Apartheid laws coupled with repressive customs and traditions**, disempowered women in ways that will take generations to reverse. While the democratic government has established enabling legislation, it must move towards delivery to alleviate and, eventually, eradicate poverty.

- **HIV and AIDS** is a serious problem in South Africa. It affects women disproportionately to men. The power imbalances between women and men in interpersonal relations contribute to this growing pandemic.
- **Violence against women and children** remains a serious problem in South African society. The high incidence of rape cases, as well as other forms of physical and psychological abuse of women and girls, is evidence of this. While the criminal justice systems are now beginning to deal with this crisis in a gender-sensitive manner, it continues to be a major challenge especially as it is compounded by its interrelation with poverty and HIV and AIDS.
- **Access to basic needs** such as education, housing, welfare, fuel and water has also been influenced by unequal gender, race and class relations. The inequality of power between women and men has inevitably led to the unequal sharing of resources such as information, time and income as well.
- **Access to basic resources** has improved since 1994 but the equal sharing of these resources between men and women is still not satisfactory. The lack of infrastructure in the rural areas still acts as a barrier for women to gain easy access to basic resources.
- **Access to employment and Economic Empowerment:** Differential access to employment opportunities exists. Whilst theoretically women currently have access to a broader scope of position in the labour market, these new opportunities are accessible to a narrow pool of women who have had access to skills development, education and training. In large measure, women's employment remains either within the traditional female occupations or within the domestic and farming sectors all too often as casual workers. They are concentrated within positions which is low paying and which have high rates of turnover. Women all too often are likely also to be unemployed or underemployed and thus constitute the poorest group. The challenge is to ensure that South Africa's macro-economic strategy promotes economic growth and sufficiently addresses the differential impact of macroeconomic policy on various groups of people depending on class, race, age, gender, location and disability.
- **Access to science and technology:** Science and technology, as fundamental components of development, are transforming patterns of production, contributing to the creation of jobs and new ways of working, and promoting the establishment of a knowledge-based society. Given the large number of women in the workforce, South Africa must devise mechanisms for engaging women with science and technology in order to enhance their productivity and thus increase the quality of national production. Women should be actively involved in the definition, design, development, implementation and gender-impact evaluation of policies related to economic and social changes.
- **Implementation of laws:** South Africa has adopted sophisticated rights-based legislation with explicit reference to gender equality. An important challenge remains in making these rights accessible to all women by the provision of information and the development of the knowledge and skills that women require to avail themselves of the mechanisms inherent in the legal remedies.
- **Women's access to political power and decision-making** has improved since the 1994 elections. There is a strong representation of women in the national, provincial and local legislative branches of government and in government departments. The challenge to political institutions is to change their culture in order to be more responsive to the needs of women politicians and civil servants.

- **Women's mobility in the workplace:** Women face many barriers with regard to their mobility in the workplace, particularly barriers of access to entry into management. Furthermore, women find themselves progressing slowly at some positions, especially in the SMS. These challenges need to be debated and addressed.
- **Women and the Economy:** We acknowledge that whilst some women have accessed the arena of public power, there has also been a gradual marginalization of the politics of transformation in gender. The inclusion of women in the formal institutions of the state, and inclusion of the term "gender equality" in policy documents, has not led to the redistribution of resources and power in ways that change the structural forces on which women's oppression rests. The challenge is to ensure collective action for the active development and implementation of policies and practices that address the needs of poor women.

9. THE POLICY OBJECTIVES

- The fundamental objective of this policy is to achieve the strategic objective of women's empowerment and gender equality through the creation of an enabling environment that would facilitate the development of strategies, mechanisms and interventions by the departments and the institutions.
- To promote gender representivity across all job categories and management levels in the department and ensure the advancement of women's equal participation with men in decision making processes, as well as equal access to opportunities by both women and men, people with disabilities, elderly and children.
- To initiate intervention measures on eradicating gender discrimination in all processes and practices of the department.
- To eradicate the social and ideological barriers to women's participation and encourage initiatives to improve the basic rights and the status of women.
- To ensure provisioning of adequate resources for gender mainstreaming through responsive budgeting, appropriate location of the Gender Unit to a Directorate and providing it with adequate financial, human and other material resources.
- Promote zero tolerance towards sexual harassment, discrimination all the departmental processes and practices including but not limited to recruitment, selection, employment and the retention of female and male employees.
- To formulate, implement, monitor and review that all the policies of the department are engendered and implemented accordingly.
- Activities where the Gender Programme contributed towards formulation of a certain Policy
- Activities where the Gender Programme would have indecently reviewed an Institutional Policy from a gender perspective
- Activities were the Gender Programme would have reviewed an Institutional Policy in conjunction with other stakeholders
- To build capacity of all officials both internally and or externally through awareness and training programmes, building skill and knowledge, coaching and mentoring
- To conduct research on gender issue commissioned by the Gender Programme and also conducted in collaboration with stakeholders, research finding popularised by the Gender Programme.
- Programmes developed by the Gender Programme through both internal and external Research

- To spearhead advocacy and lobbying including networking opportunities and developing reports compiled on International, Continental, Regional and National Women's Empowerment and Gender Instruments (e.g. CEDAW, Commonwealth, SDGEA, SADC Protocol, DPSA, MPAT)
- To plan and coordinate Commemorative Days (e.g. International Women's Day, Women's Month, Social Development Month, 16 Days of Activism)
- To ensure that gender mainstreaming by putting efforts towards integrating gender into inter alia Planning, Coordination, Budgeting, Programmes, Policies and Strategies.

10. POLICY PRINCIPLES AND GUIDELINES

The following policy principles and broad guidelines are drawn directly from the integration of gender considerations in the transformation of the Public Sector, by ensuring that:

- a) The department promotes non-sexism and non-racism as enshrined in the Constitution of South Africa, Act 108 of 1996.
- b) Equality for all persons is protected and that women's rights be seen as human rights;
- c) Due cognizance is taken that women do not constitute a homogenous group. Further those distinctions according to race, class, sexuality, disability, age, geographic location and other variables should not to be overlooked in programmes and policies of the department. However, similarities between women should also be used to strengthen initiatives designed to reverse past gender discrimination.
- d) Development, implementation and acceleration of affirmative action plans and positive measures targeting women.
- e) All policies and practices which hinder women's access to basic needs, the economy, and decision-making, entry to employment opportunities; leadership and management development are reviewed.
- f) Develop additional policies and directives for the process of successful implementation of existing enabling legislation, to facilitate the achievement of women's empowerment and gender equality in society at large, and the department, specifically.
- g) Efficient gender networks are set up at provincial and local levels to monitor implementation and hold Public officials accountable for delivery. Adequate structures and resources must be set aside to guarantee the implementation of programmes;
- h) Appropriate training targeting all departmental officials, particularly all policy makers, strategic and operational managers in order to improve knowledge, skills and attitudes in gender analysis, gender mainstreaming; gender responsive research, gender responsive budgeting and the production and use of gender disaggregated data.
- i) Partnerships and participatory implementation of strategies are enhanced for effective coordination and collaboration between departmental programmes and the gender machinery.

11. ROLES AND RESPONSIBILITIES

Management Responsibilities

1. The full compliance and accountability by the management to the imperatives contained in the South African National Policy Framework for Women's Empowerment and Gender Equality which was adopted by Cabinet in 2000.
2. In addition, they are premised on the compliance to agreements contained in sub-regional, regional and international gender instruments to which South Africa is a party, including:
 - a) Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
 - b) The Beijing Declaration and its Platform for Action
 - c) AU Heads of State's Solemn Declaration on Gender Equality in Africa
 - d) Optional Protocol to the African Charter on the Human and People's Rights on the Rights of Women in Africa
- It is the Responsibility of the Head of Department to ensure that;
 - a) The department has a fully-fledged Gender Unit, which is correctly located with sufficient human, capital and material resources as per the national policy framework for women's empowerment and gender equality.
 - b) The Head of Department shall also be responsible to keep the GFP accountable to the Executive Management and Senior Management and further that "Gender" is a standing item on the agenda of all management meetings.
 - c) The HOD as an accounting officer shall be responsible to ensure that the GFP is afforded easy access to all programmes and programme officials within the department thereby creating an enabling environment for gender mainstreaming.
 - d) To ensure that there is a functional Departmental Gender Forum
- Every **Senior Manager** shall be responsible for mainstreaming of gender within his/her directorate through ensuring the following:
 - a) Gender related targets in business plans, service delivery plans, MTEF budget, communication strategy and periodic reporting on compliance.
 - b) Review policies, projects, programmes and budget for gender compliance.
 - c) Ensure that data is effectively disaggregated in accordance to the gender mainstreaming.
 - d) Each Directorate has an official assigned to act as a gender focal person.
 - e) All Senior Managers cooperates fully with the GFP.

Responsibilities of the Gender Manager

1. The appointed incumbent has the responsibility to ensure that the manager fulfils its obligations by ensuring the following:
 - a) That the department implements the gender equality policy
 - b) That the gender issues are routinely considered in the departmental strategic planning exercise.
 - c) That the department reflect gender considerations in their business plans and routinely report on them.
 - d) That policies, projects and programmes are reviewed for their gender implications

- e) That the departmental policy and planning is in line with the National Gender Policy Framework.
- f) That the department provide and use gender disaggregated data in their work.
- g) That mechanisms are established to link and liaise with civil society.
- h) Coordinate gender training and education of all staff within the department so as to ensure that gender is integrated into all aspects of the work.
- i) Monitor and evaluate departmental projects and programmes to assess whether they are consistent with national gender policy.

12. GLOSSARY OF TERMS

1. Gender: refers to the roles and responsibilities of men and women that are created in our families, our societies and our cultures, i.e. to the economic, social, political, and cultural attributes and opportunities associated with being female or male. Gender roles and expectations are learned. They can change over time and they vary within and between cultures. The concept of gender is vital because, applied to social analysis; it reveals how women's subordination (or men's domination) is socially constructed. As such the subordination can be changed or ended. It is not biologically pre-determined nor is it fixed forever.

2. Sex: describes the biological differences between men and women, which are universal and determined at birth.

3. Gender Equality: means that women and men have equal conditions for realising their full human rights and potential and for contributing to, and benefiting from, economic, social, cultural, and political development. Gender equality is therefore the equal valuing by society of the similarities and the differences of men and women, and the roles they play. Equality is understood to include both formal equality and substantive equality, not merely simple equality to men.

4. Gender Equity: is the process of being fair to women and men. To ensure fairness, measures must be available to compensate for historical and social disadvantages that prevent women and men from operating on a level playing field. Gender equity strategies are used to eventually gain gender equality. Equity is the means; equality is the result.

5. Gender Integration: means taking into account both the differences and the inequalities between women and men in programme planning, implementation and evaluation. The roles of women and men and their relative power affect who does what in carrying out an activity and who benefits.

6. Gender Mainstreaming: Refers to a process that is goal oriented. It is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

7. Empowerment: Refers to the process of "conscientisation" which builds critical analytical skills for an individual to gain self-confidence in order to take control of her or his life. Empowerment of women is an essential process in the transformation of gender relations because it addresses the structural and underlying causes of subordination and discrimination.

8. Gender Analysis: as the study of socially determined inequalities between men and women. Gender analysis entails studying "gender biases" which perpetuate gender inequalities in all sectors of society.

9. Gender Responsive Research: refers to a process of designing and implementing a gender-sensitive research agenda. This means that gender differences are taken into account in the problem identification, methodology, questions asked, who is involved, data collection and analysis of data.

10. Gender Management System (GMS): refers to a holistic and system wide approach to gender mainstreaming, which involves a comprehensive network of structures, mechanisms and processes to enable government and other organisations to contribute to gender equality.

13. MONITORING

The implementation of this policy shall be monitored quarterly by Gender Forum

14. REVIEW OF THE POLICY

This policy shall be reviewed every five years. Amendments to this policy shall be made as guided by the Gender Forum or when unintended precedents occur.