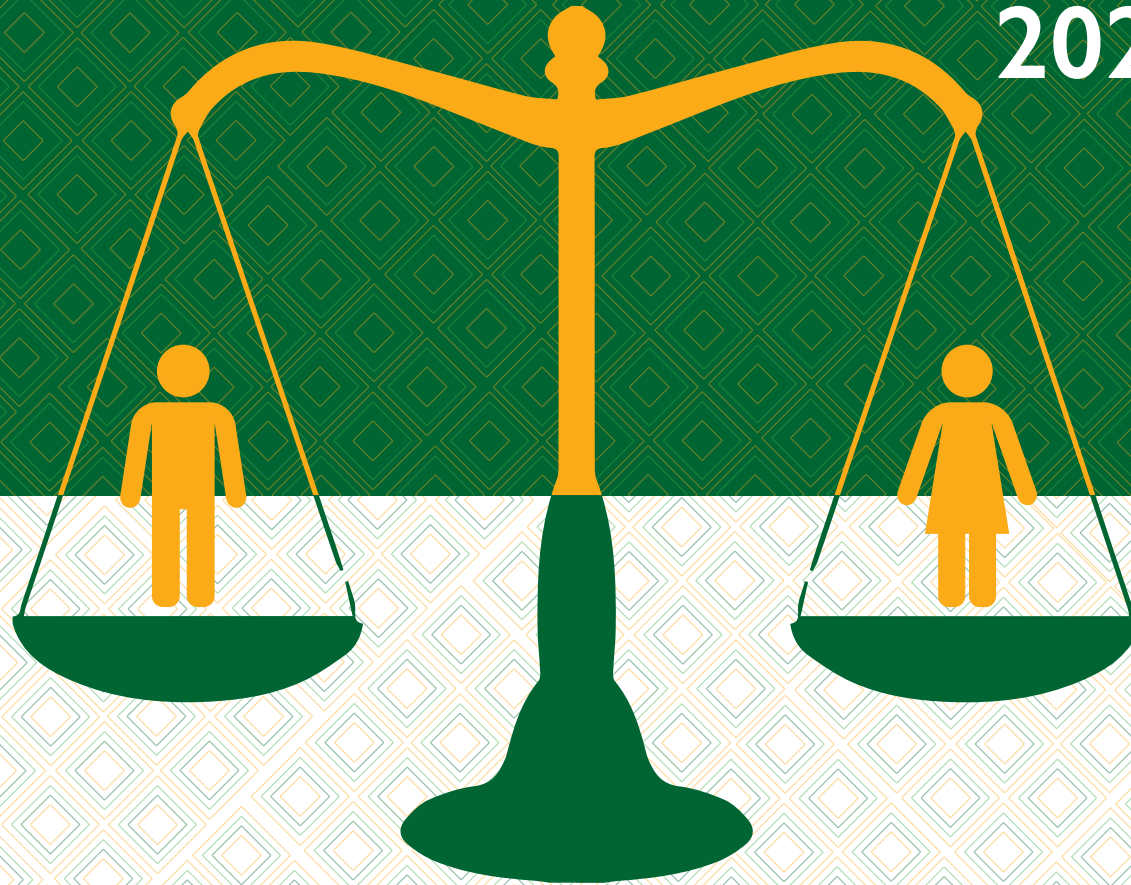


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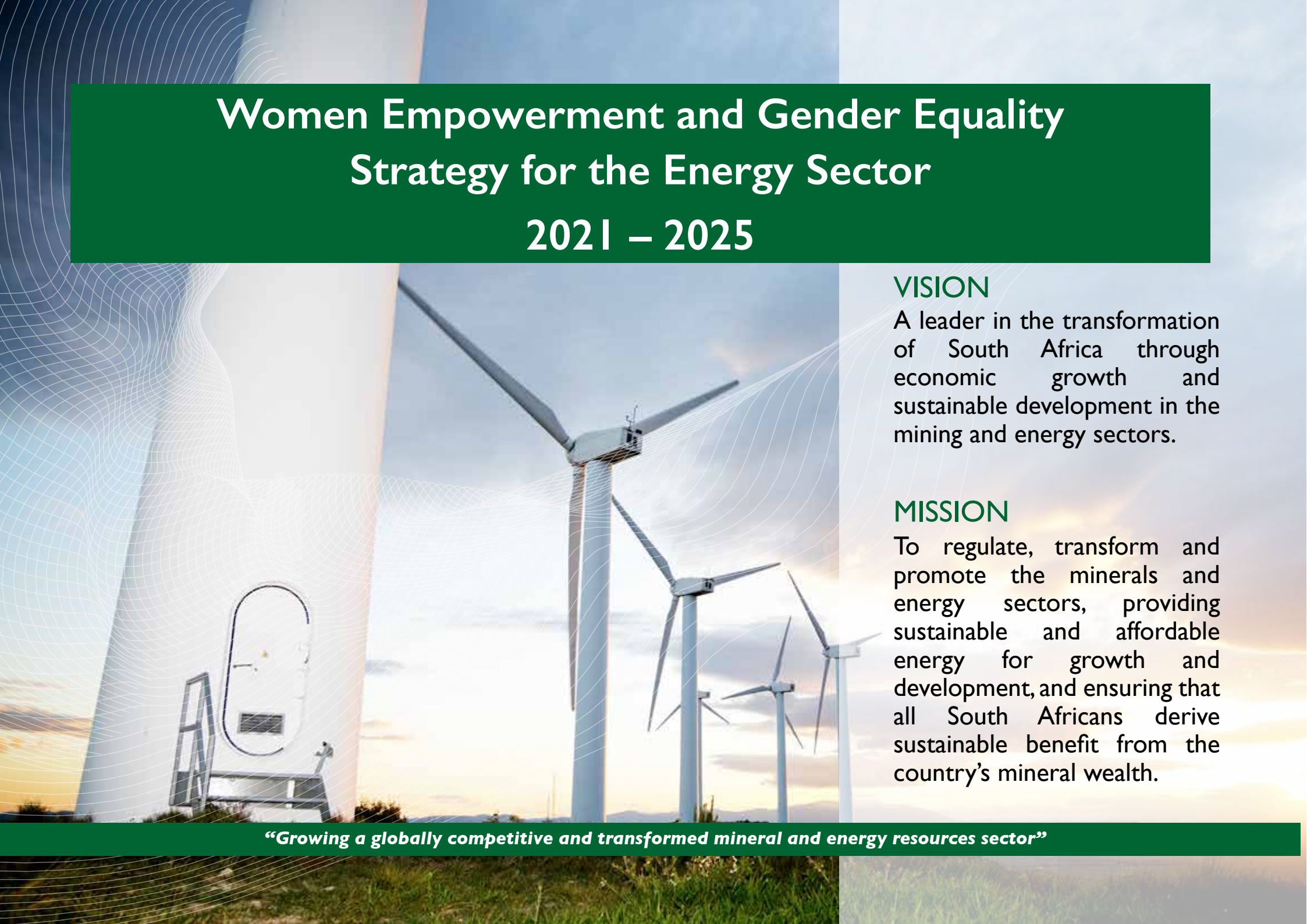
# Women Empowerment and Gender Equality Strategy for the Energy Sector



mineral resources  
& energy

Department:  
Mineral Resources and Energy  
REPUBLIC OF SOUTH AFRICA





# Women Empowerment and Gender Equality Strategy for the Energy Sector 2021 – 2025

## VISION

A leader in the transformation of South Africa through economic growth and sustainable development in the mining and energy sectors.

## MISSION

To regulate, transform and promote the minerals and energy sectors, providing sustainable and affordable energy for growth and development, and ensuring that all South Africans derive sustainable benefit from the country's mineral wealth.

*“Growing a globally competitive and transformed mineral and energy resources sector”*

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## I. FOREWORD BY THE MINISTER

Women are a special interest group in energy. Women are the mainstream users and often producers of energy and they influence or make many family decisions to purchase energy. Women are experienced entrepreneurs in energy-related enterprises; and women's organizations are effective promoters of new technologies and active lobbyists for environmentally benign energy sources. Gender diversity in the energy sector and employment in senior roles increases net profit margins. Research has presented compelling evidence that lack of women in top roles sees leading firms miss out on profits. Companies that have executive committees with female membership of more than 33% had a net profit margin over 10 times greater than those companies with no women at this level. Clearly inclusion of women in business is no-longer a luxury, but an economic imperative. A 'McKinsey Global Institute study found that advancing women's equality could add \$12 trillion to the global economy by 2025. In a best-case scenario, that number could jump to \$28 trillion dollars.

The Department of Mineral Resources and Energy (DMRE) have taken considerable steps to create an enabling environment for all South African women to participate in and benefit economically from the energy sector through partnership with different local and international stakeholders.

In line with the National Development Plan (NDP) the Department endeavour to ensure provision of secure, sustainable, and affordable energy including the full participation of women in the energy sector as employees, leaders, investors business owners and researchers.

In order to achieve all these, the DMRE developed a Women Empowerment and Gender Equality (WEGE) Policy. The purpose of the policy was to give vision and framework that will guide the process of developing procedures and practices that will serve to ensure equal rights, opportunities and ensure economic empowerment of South African women in the energy sector.

The Women Empowerment and Gender Equality Strategy for the Energy Sector 2021 – 2025 has been developed to serve as a vehicle to give effect to the WEGE policy and implementation through women economic empowerment programmes, employment, retention and promotion of women, capacity building, enterprise development and institutionalization of gender-based budgeting to ensure that development of women in the energy sector in South Africa is achieved.

The Department gender policy and strategy were developed in line with the Constitution of the Republic of South Africa

108 of 1996, Chapter 2, Section 9, the National Development Plan, the South African National Framework for Women Empowerment and Gender Equality (National Gender Policy), the Framework on Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA) (2019), and international instruments that guide gender mainstreaming and women empowerment in general and energy, in particular. The strategy is based on four key pillars, which are governance and institutional planning, establishment of organizational support such as policies, structures and systems, capacity building and advocacy and economic growth and development.

The Women Empowerment and Gender Equality (WEGE) Strategy for the Energy Sector has a Five-Year (2021 – 2025) implementation plan supported and monitored by an Advisory Council which will report on progress to the Office of the Minister.

Government provides an enabling environment and the strategy is given effect by women themselves with the support of all social partners – business, labour and government entities. Our active support through implementation programmes will lead to the transformation we all want to witness. The department supports and appreciates all the efforts to transform the energy sector and this strategy is a step in the right direction.

The development of Women Empowerment and Gender Equality Strategy for the Energy Sector in South Africa was made possible by inputs and support received from different stakeholders such as Women in Energy Associations, Government, State Owned Companies, Private Sector, and the UN Women South Africa Multi-Country Office.



MR SG MANTASHE, MP

MINISTER OF MINERAL RESOURCES & ENERGY, SOUTH AFRICA

DATE: 07/04/2021

<sup>1</sup>McKinsey & Company, 2015, Power of Parity: How advancing women's equality can add \$12 trillion to global growth

## 2. ABBREVIATIONS

<b>AU</b>	African Union
<b>AUC</b>	African Union Commission
<b>CEDAW</b>	Convention on the Elimination of Discrimination Against women
<b>DMRE</b>	Department of Mineral Resources and Energy
<b>DoE</b>	Department of Energy
<b>DSBD</b>	Department of Small Business Development
<b>DTIC</b>	Department of Trade, Industry and Competition
<b>GRPBMEA</b>	Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing
<b>HOD</b>	Head of Department
<b>IEP</b>	Integrated Energy Planning
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDGs</b>	Millennium Development Goals
<b>NDP</b>	National Development Plan
<b>PPMO</b>	Programmes and Project Management Office
<b>SDGs</b>	Sustainable Development Goals
<b>SOEs</b>	State Owned Entities
<b>UN</b>	United Nations
<b>VAW</b>	Violence Against Women
<b>WEGE</b>	Women Empowerment and Gender Equality

### 3. DEFINITIONS

**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 against women.

**Equality of Opportunity:** Refers to a fundamental human right embedded in the Constitution of South Africa. The WEGE Framework aims towards the achievement of equality of opportunity, in access to and share of employment opportunities, services and resources as well as in the equality of treatment by employers and service providers.

**Equality of Treatment:** Refers to meeting the specific and distinct needs of different social categories of women and

men. This can often involve special programmes and the commitment of additional resources, for example in the case of women and men with disabilities.

**Gender:** Refers to the social roles allocated respectively to women and to men in particular societies and at particular times. Such roles, and the differences between them, are conditioned by a variety of political, economic, ideological and cultural factors and are characterised in most societies by unequal power relations. Gender is distinguished from sex, which is biologically determined.

**Gender Analysis:** This involves the collection and analysis of sex-disaggregated data, which reveals the different impact of development activities on women and men, and the effect gender roles and responsibilities have on development efforts. It also involves qualitative analyses that help to clarify

how and why these differential roles, responsibilities and impacts have come about.

**Gender Audit:** Evaluates how gender considerations are being integrated into programmes and policies by an organisation, department or office. Wide in scope, audits assess gender approaches and policies, staff capacity, tools and resources, gender mainstreaming in programmes and projects, organisational culture and workplace issues. Overall, an audit will monitor relative progress made in mainstreaming and identity successes as well as critical gaps.

**Gender Awareness:** Refers to a state of knowledge of the differences in roles and relations of women and men and how this results in differences in power relations, status, privileges and needs.

**Gender Equality:** Refers to a situation where women and men have



equal conditions for realising their full human rights and potential; are able to contribute equally to national political, economic, social and cultural development; and benefit equally from the results. Gender Equality entails that the underlying causes of discrimination are systematically identified and removed in order to give women and men equal opportunities. The concept of Gender Equality, as used in this policy framework, takes into account women's existing subordinate positions within social relations and aims at the restructuring of society. Therefore, equality is understood to include both formal equality and substantive equality.

**Gender Equity:** Refers to the fair and just distribution of all means of opportunities and resources between women and men.

**Gender Indicators:** Gender indicators can refer to quantitative indicators based on sex disaggregated

statistical data – which provides separate measures for men and women on literacy, for example. Gender indicators can also capture qualitative changes – for example, increases in women's levels of empowerment or in attitude changes about gender equality. Measurements of gender equality might address changes in the relations between men and women, the outcomes of a particular policy, programme or activity for women and men, or changes in the status or situation of men and women, for example levels of poverty or participation.

**Gender Issues:** Arise when the relationships between women and men, their roles, privileges, status and positions are identified and analysed. Gender issues arise where inequalities and inequities are shown to exist between people purely based on their being female or male. The fact that gender and gender differences are socially constructed is itself a primary issue to deal with.

**Gender Mainstreaming:** Gender Mainstreaming is an approach, or strategy, in policy formulation, legislative drafting, project or programme design and development that has incorporated to its core, the varying attributes and needs of men and women with the objective to ensure that the benefits or impacts of the intervention are not disproportionately felt.

## 4. EXECUTIVE SUMMARY

**OBJECTIVE:** To facilitate the development of mechanisms and interventions by DMRE for the creation of an enabling environment, equality of opportunities, mainstreaming of gender equality and barrier free workplaces, illustrative of a transformed energy sector.

### WHY A GENDER POLICY

- Gender equality is a fundamental human right, a foundation for a peaceful, prosperous, and sustainable world economy.
- Women only account for 20 percent of the workforce in the oil and gas industry and the figure deteriorates as you move up the leadership hierarchy. In the top management, women representation drops from 25% to 17% between the middle-management and senior-leadership career stages. The <sup>2</sup>International Renewable Energy Agency (IRENA) (2019) indicates that of the total 10.3 million people employed in the renewable energy (RE) sector, only 32 percent are women.
- There is business case that confirms the correlation between business performance and gender diversity where companies that employ women as leaders/board members /executives were found to perform better than non-diverse companies. <sup>3</sup>Energy & Economics Growth Study (29 Oct 2020) reveals that in the energy sector, lack of gender equality puts utilities at a disadvantage, with boards with at least 30% women having higher profit margins than those that do not have women. In addition, energy sector organizations that improve gender equality boost innovation

### BENEFITS

- Attracting and retaining new business in target market segments can be influenced by perceptions in relation to factors such as ethical conduct, corporate responsibility or citizenship, and commitment to equality and diversity.
- Rapidly changing workforce demographics (a shrinking and ageing female workforce) mean organizations will be challenged increasingly in the search for talent unless they are able to draw from, and retain, candidates from diverse backgrounds.
- Diversity, particularly gender equality at leadership levels, is subject to increased scrutiny and strengthened legislation. The effect will include greater exposure of the gender diversity of talent pipelines to leadership levels.
- Progress in equality, diversity and inclusion can help an organisation position itself as a business which is well managed and authentically 'lives' its culture and values.

<sup>2</sup>IRENA, 2019, Renewable Energy: A Gender Perspective

<sup>3</sup>Energy and Economic Growth, 2020, Increasing women's participation in the energy sector – addressing the challenges

**OBJECTIVE:** To facilitate the development of mechanisms and interventions by DMRE for the creation of an enabling environment, equality of opportunities, mainstreaming of gender equality and barrier free workplaces, illustrative of a transformed energy sector.

**STRATEGIC  
PILLARS**

- **Enabling Environment:** Create an enabling policy environment for translating government commitment to gender equality into reality.
- **Equality of Opportunities:** Work towards achievement of equality of opportunities and treatment within the DMRE, SOEs, the energy sector and broader society.
- **Gender Mainstreaming:** Ensure that gender considerations are integrated effectively into the DMRE, SOEs and Energy Sector policies, programmes and projects.
- **Barrier Free Workplaces:** Advocate for the promotion of new attitudes, values, behaviors, and a culture of respect for all human beings in the sector.

**OPERATIONAL  
PILLARS**

- Capacity Development
- Organizational Development
- Governance and Institutional Development
- Economic Growth and Development

**OBJECTIVE:** To facilitate the development of mechanisms and interventions by DMRE for the creation of an enabling environment, equality of opportunities, mainstreaming of gender equality and barrier free workplaces, illustrative of a transformed energy sector.

**KEY ACTIONS**

- Strengthening the technical, management and leadership skills required by women and other disadvantaged groups to improve their access to decent employment, business ownership and decision-making in the energy sector.
- The DMRE, SOEs and the private sector take action to improve their culture, systems and practices to enhance women's empowerment and gender equality in the sector.
- Effective oversight, governance and policy guidance by the DMRE and boards, will support the department and the sector to show meaningful commitment to women's empowerment and gender equality
- Increase access to opportunities, promote the economic empowerment of women, and strive to alleviate energy poverty amongst women.

**OUTCOMES**

- Improved women's empowerment and achievement of gender equality in the energy sector through improved policy, legislation, leadership, support, and action at the macro and micro levels of the sector.
- Percentage increase in the number of women leaders, business owners and decision makers in the energy sector by 2025.
- Human rights of women are respected and protected through effective implementation of gender considerations in policy, practice and decision making in the energy sector.
- Everyone in the DMRE and in workplaces across the sector understand and believe in the value of women's empowerment and gender equality. It is a natural and implicit part of how work is delivered in the energy sector, all the time.

## 5. INTRODUCTION

*The legacy of oppression weighs heavily on women. As long as women are bound by poverty and as long as they are looked down upon, human rights will lack substance. As long as outmoded ways of thinking prevent women from making a meaningful contribution to society, progress will be slow. As long as the nation refuses to acknowledge the equal role of more than half of itself, it is doomed to failure.*

*<sup>4</sup>President Nelson Mandela on Women's Day, 9 August 1996*

Women constitute just over 50% of the world's population. This is also the case for Africa and South Africa. While women are in the majority, they are missing in the economic sectors as employees, managers, leaders and entrepreneurs. The share of women in the global workforce is 38 percent. The picture of the gender gap is worse in sectors such as energy. According to <sup>5</sup>Boston Consulting Group and World Consulting Council (2017),

women only account for 20 percent of the workforce in the oil and gas industry and the figure deteriorates as you move up the leadership hierarchy. In the top management, women representation drops from 25% to 17% between the middle-management and senior-leadership career stages, see table below. The International Renewable Energy Agency (IRENA) (2019) indicates that of the total 10.3 million people employed in the renewable energy (RE) sector, only 32 percent are women.

<sup>6</sup>Mark Misercola of Credit Suisse Research Institute reaffirms the leadership link between gender diversity and better results and establishes that companies with more female executives in decision-making positions generate stronger market returns and superior profits. Companies where women accounted for 25% of senior leadership grew at a rate of 2.8 percent and companies with more than 50 percent women had growth rates of 10.3 %. The report also de-bunks the

myth that women in senior positions actively exclude other women from promotions into top management. The report's findings shows that female CEOs are much more likely to surround themselves with other women in senior roles.

The United Nations Sustainable Development Goals (SDGs) like Agenda 2063 endorses the importance of gender equality. SDG 5 states that we need to "achieve gender equality and empower all women and girls". This goal, among other things, mandates the global society to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. Gender Equality has always been a core value of the struggle for a democratic South Africa and is enshrined in the Constitution of South Africa and the National Development Plan (NDP). South Africa is a signatory to several regional and international agreements

<sup>4</sup>Speech by President Nelson Mandela on Women's Day, Pretoria, 9 August 1996, [www.sahistory.org.za](http://www.sahistory.org.za)

<sup>5</sup>Boston Consulting Group and World Petroleum Council, 2017, Untapped Reserves Promoting Gender Balance in Oil and Gas

<sup>6</sup>Mark Misercola, Credit Suisse Research Institute, 2016, Higher Returns with Women in Decision-Making Positions

that prioritize and protect women's rights. The NDP has elevated the role of energy in the country's economic growth and development. This role, as envisaged, ensures that by 2030 South Africa has an energy sector that promotes economic growth and development, social equity through expanded access to energy services and environmental sustainability. The NDP thus mandates government to alleviate energy poverty and promote gender equality.

The South Africa's Policy Framework for Women's Empowerment and Gender Equality (WEGE) is supported by the Gender Equality Strategic Framework for the Public Service which aims to facilitate the development of mechanisms and interventions by government departments, to create an enabling environment, ensure equality of opportunities, mainstreaming of gender equality and, creating barrier-free

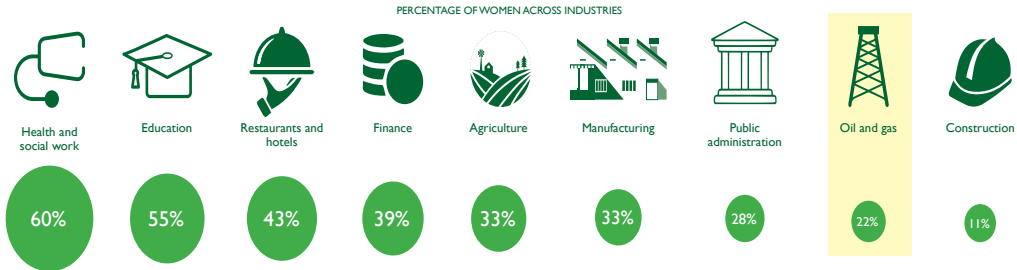
workplaces. In 2016, the Department of Energy (DoE) approved a Policy on WEGE. The policy lays the foundation for gender equality and women's empowerment in the energy sector.

It is against this background that the DMRE has formulated the Women Empowerment and Gender Equality Strategy for the Energy Sector (herein referred to as Energy Sector Gender Strategy), to ensure that the department and the energy sector will be bound by the provisions of the strategy and implement them; to achieve women's empowerment and gender equality.



## A LACK OF GENDER BALANCE

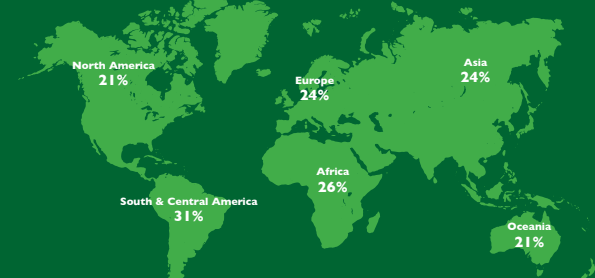
Oil and gas has one of the lowest shares of women among major industries



Not enough women enter the oil and gas industry, for two main reasons:

A shortage of women in STEM education programs, which provide the necessary qualification for a career in the technical areas of the industry.

### WOMEN IN STEM PROGRAMS, BY REGION



Women make up 54% of those in postsecondary education, but only 27% of those programs focused on science, technology, engineering and mathematics (STEM).

### 2. A poor reputation as a place women to establish a career; negative views about the industry are common:

“The industry is still considered by many women to be male dominated and there is a view that the has not yet made a conscious decision to increase gender diversity!”

- Male senior executive

“If you Google the oil and gas industry, you will find images of men in dirty clothes and mud everywhere.” - Female senior executive

“We need more active promotion of qualified women to senior leadership roles and higher visibility of women in leadership roles (to help increase the share of women in the industry).”

- Male strategy director

## 6. WHY A GENDER STRATEGY FOR THE ENERGY SECTOR

*Studies confirm that women's empowerment is crucial for all-round social development, environmental sustainability and ensuring efficiency and sustainability of climate change responses. Specifically, incorporating the contributions and concerns of women and men can help inform programmes and increase access to grid and off-grid electricity access.*  
<sup>7</sup>(UNDP, 2012)

While the world has achieved progress towards gender equality and women's empowerment under the Sustainable Development Goals (previously Millennium Development Goals), women and girls, continue to suffer discrimination and violence in every part of the world. Gender equality is not only a fundamental human right, but also a necessary foundation for a peaceful, prosperous and sustainable world. Providing women and girls with equal access to education, health care, decent work, energy and representation in political and economic

decision-making processes will fuel sustainable economies and benefit societies and humanity at large (<sup>8</sup>UN Women, 2015).

Participation of women and other marginalized groups in the economy is essential to eradicate poverty and promote growth that is inclusive, equitable and sustainable. The cornerstone for South Africa's development is the advancement of women and youth as agents of change and leaders in the development processes that shape their lives. Research conducted by <sup>9</sup>McKinsey (2015) points out that advancing women's equality can add US\$12 trillion to global growth or increase annual global gross domestic product by one (1) percent. It is estimated that women constitute half of the world working age population. However, they generate only 37 percent of gross domestic product. In general, women dominate in unpaid work, contributing 75 percent of unpaid work, work fewer hours than men and mostly

in part-time jobs and are disproportionately represented in lower paying jobs. Bridging these gender gaps and achieve parity will benefit the world economy including South Africa which struggles with severe poverty, inequality, and unemployment. The study estimates that boosting female labor force participation rates in Sub-Saharan Africa, Eastern and Central Asia would increase output by between 40 to 45 Percent.



<sup>7</sup> UNDP, 2012, Gender and Climate Change Africa Policy Brief, [www.undp.org/gender](http://www.undp.org/gender)

<sup>8</sup> UN Women, Progress of the World's Women 2015-2016: Transforming Economies, Realizing Rights

<sup>9</sup> McKinsey & Company, 2015, Power of Parity: How advancing women's equality can add \$12 trillion to global growth



## THE ECONOMIC CASE FOR GENDER PARITY



# \$28 trillion

of **additional annual GDP in 2025** in the full-potential scenario of bridging the gender gap...

.... equivalent to the **combined US and China economies today.**



# \$12 trillion

could be added in 2025 if all countries matched their best-in-region country in progress forward toward gender parity.

Equal to 2x the likely contribution of women to global GDP growth in the business-as-usual scenario



The energy sector remains one of the least gender diverse sectors in the economy, despite recent efforts to promote and encourage women's participation. Women face structural and cultural challenges and the lack of women in leadership positions in the energy sector compounds the difficulty in recruiting and retaining female leaders. This is especially important given the role that women can often play as key drivers of innovative and inclusive solutions. As such, gender diversity and the broad participation of women in the energy sector are needed for a successful clean energy transition. For this reason, governments and industry need to act to address these obstacles and overcome barriers to full participation and career advancement. One option would be setting measurable targets and adopting policies and programmes to help foster change.

<sup>10</sup>Feenstra (2002) notes that despite the efforts of South Africa to “genderize” its energy policy, a clear idea of what engendering energy policy is about is still lacking. She recommends the following five characteristic to improve gendered energy policy making:

1. Energy policy-makers mainstream gender issues to ensure that the concerns and needs of both women and men are considered in all planning and policy-making and that all policy-makers are aware of the needs of women and men and their roles and responsibilities.
2. The second characteristic of mainstreaming gender into energy policy is to increase the participation of women in the sector. To react on women's energy needs and concerns and to react on their demand, the government should consult those women and let them participate to

formulate an energy policy that reflects their energy demands.

3. When integrating gender into energy policy, an integrated energy planning (IEP) approach should be the guideline. Gender is a crosscutting issue and energy has multi-disciplinary (political, social, economic and environmental) aspects. A multi-disciplinary perspective towards energy policy-making will provide a framework to look at gender and energy from all these different angles.
4. One way to enlarge the knowledge on women's energy use and demand is to collect gender-disaggregated data on male and female energy use.
5. A gender sensitive energy policy should furthermore recognize women's role in the energy provision, use and energy needs. Energy policy

<sup>10</sup> Fenestra M, 2002, Towards Gender Energy Policy

must also recognize women through promoting affirmative action for women working in the energy sector and acknowledging women's role in the energy economy.

6. A gender sensitive energy policy should furthermore recognize women's role in the energy provision, use and energy needs. Energy policy must also recognize women through promoting affirmative action for women working in the energy sector and acknowledging women's role in the energy economy.

## 6.1 BENEFITS

There are clear benefits to supporting women's empowerment and advancing gender equality for organisations and business. <sup>11</sup>The Credit Suisse Research Institute (2016) reaffirms the leadership link between gender diversity and better results, and establishes that companies with more female executives in decision-

making positions generate stronger market returns and superior profits. Evidence from financial performance metrics showed superior stock market performance for companies with more women at top management. Inclusion of women has therefore been proven to show economic benefits for companies and the economy.



<sup>11</sup> Mark Misercola, Credit Suisse Research Institute, 2016, Higher Returns with Women in Decision-Making Positions

Measure	Benefits
<b>Customers</b>	<p>A workforce which is as diverse as its customers can more effectively:</p> <ul style="list-style-type: none"> <li>• Understand and anticipate customer needs, which enables proactive tailoring of customer solutions, services, advice and information</li> <li>• Personalize communications and interactions, develop deeper connections, and engage more meaningfully with customers.</li> </ul>
<b>Market Share</b>	<ul style="list-style-type: none"> <li>• Attracting and retaining new business in target market segments can be influenced by perceptions in relation to factors such as ethical conduct, corporate responsibility or citizenship, and commitment to equality and diversity.</li> </ul>
<b>Talent</b>	<ul style="list-style-type: none"> <li>• Talent and capability is not found in one particular demographic. To ensure an organization has access to the best available talent and is able to retain this, it would need to progressively become an employer of choice for existing and potential employees of all backgrounds.</li> <li>• Rapidly changing workforce demographics (a shrinking and ageing workforce) mean organizations will increasingly be challenged in the search for talent unless they are able to draw from, and retain, candidates from diverse backgrounds.</li> </ul>
<b>Performance</b>	<ul style="list-style-type: none"> <li>• Research and organizational experience indicate diverse teams consistently outperform homogeneous teams and produce stronger (business) outcomes – provided an inclusive culture operates, where all ideas or contributions are valued and considered.</li> <li>• Employees at all levels who are valued and included, irrespective (or because) of their individual differences, and who can ‘be themselves’ at work are typically more engaged, motivated and therefore productive.</li> <li>• Co-workers who understand and respect individual differences collaborate more effectively and with less conflict.</li> </ul>

Measure	Benefits
<b>Innovation</b>	<ul style="list-style-type: none"> <li>• Developing innovative solutions to customer needs, creative exploitation of technology and continuous process improvement may help sustain competitive advantage.</li> <li>• Diverse and inclusive teams are more innovative because they have a wider set of experiences, approaches and resources to draw upon.</li> <li>• Enabling people to constructively challenge established approaches and conventional thinking provides the basis for experimentation and managed risk-taking.</li> </ul>
<b>Agility</b>	<ul style="list-style-type: none"> <li>• Flexible teams are typically more adaptive and responsive to rapid changes in business conditions and priorities because they already communicate, collaborate and deliver results in ways which are far less restricted by time and location, and which exploit technology to full advantage.</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>• Diverse teams, which operate inclusively, can manage and mitigate risk more effectively by avoiding sub-optimal decision-making associated with groupthink.</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>• Communities and their individual constituents are increasingly influential (and may be customers). A workforce that represents and is connected to local communities and their values is better able to anticipate and meet their expectations; this can help foster a positive disposition towards an organization when business outcomes have community impact.</li> </ul>
<b>Other Stakeholders</b>	<ul style="list-style-type: none"> <li>• Diversity, particularly gender equality at leadership levels, is subject to increased scrutiny and strengthened legislation. The effect will include greater exposure of the gender diversity of talent pipelines to leadership levels.</li> <li>• An organization's reputation and brand will continue to be relevant in government, regulators, shareholders, investors, suppliers and partners. Progress in equality, diversity and inclusion can help an organization position itself as a business which is well managed and authentically 'lives' its culture and values.</li> </ul>

## 7. FRAMEWORK FOR THE WEGE STRATEGY

The Objective of the WEGE strategy is to:

*To facilitate the development of mechanisms and interventions by DMRE for the creation of an enabling environment, equality of opportunities, mainstreaming of gender equality and barrier free workplaces, illustrative of a transformed energy sector.*

The strategy is supported by implementation plans for the DMRE and the sector that guide action; and will be measured by clear milestones and outcomes. These pillars will be achieved through the implementation of actions linked to key operational interventions, which are discussed later in this document.

The strategy will be regularly reviewed with stakeholders and this will inform new and improved actions through a regular review process.

### 7.1 DUAL FOCUS: WOMEN EMPOWERMENT AND GENDER EQUALITY

Globally, women have fewer opportunities for economic participation than men, less access to basic and higher education, greater health and safety risks, and less political representation. Guaranteeing the rights of women and giving them opportunities to reach their full potential is critical not only for attaining gender equality, but also for meeting a wide range of international development goals. Empowered women and girls contribute to the health and productivity of their families, communities, and countries, creating a ripple effect that benefits everyone.

Gender equality means that men and women have equal power and equal opportunities for economic and financial independence, education, and personal development. It includes increasing a

woman's sense of self-worth, her decision-making power, her access to opportunities and resources, her power and control over her own life inside and outside the home, and her ability to effect change. Yet gender issues are not focused on women alone, but on the relationship between men and women in society. The actions and attitudes of men and boys play an essential role in achieving gender equality.

### 7.2 INTERSECTIONALITY

The WEGE Strategy recognises that women's empowerment is critical to achieving gender equality; and accepts that sex and gender do not exist in isolation but is impacted by how a woman may be perceived in terms of her race, class, age, level of education, etc.



### 7.3 RISKS AND ENABLERS

There may be enablers and risks that could either support or hinder the achievement of the interventions proposed. Enablers will be leveraged to strengthen the implementation of the objectives identified; while risks will be mitigated through proactive measures that minimize or eliminate them. See the full list of risks and enablers:

Enablers	Risks
<ul style="list-style-type: none"> <li>• Existing public service leadership development programmes with a special focus on women.</li> <li>• Government commitment to women's empowerment and the achievement of gender equality.</li> <li>• DPSA Strategic Framework for Gender Equality within the Public Service</li> <li>• DOE Women Empowerment and Gender Equality Policy</li> <li>• Commitment to women's empowerment through BBEE commitments.</li> <li>• Allocation of the financial and human resources required.</li> <li>• Accountability clearly defined</li> <li>• Actions integrated into the performance management system for relevant officials.</li> <li>• Monitoring of progress integrated into executive and board meetings.</li> <li>• Constitutional and legislative framework that sets equality as a foundational goal.</li> <li>• Improved societal drive towards inclusion and diversity.</li> <li>• Existing research and programmes that support women's advancement in the workplace and business.</li> <li>• Compliance to the Revised Preferential Procurement Regulations.</li> <li>• Existing collaborations with national and international organizations/ stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Gender not seen as critical by all DMRE staff and managers and energy sector as a whole.</li> <li>• Lack of commitment to the financial and human resources required to implement.</li> <li>• Lack of understanding of the value of women's empowerment and gender equality on the bottom line.</li> <li>• Shifting the responsibility for gender to under-resourced and ill-equipped offices.</li> <li>• No clear lines of responsibility and accountability.</li> <li>• Lack of leadership interest and commitment.</li> <li>• Patriarchal and sexist society where strategies of this nature are not given the necessary recognition and support.</li> <li>• Not understanding the substantive value gender equality can add to the business bottom line.</li> <li>• Internal capacity of DMRE gender focal staff, which is affected by large workload being implemented by a small team with cross-cutting responsibilities.</li> <li>• Limited financial resources may affect the ability to implement all the identified actions.</li> <li>• Private sector resistance that will affect the ability to drive change in this sector.</li> <li>• Follow through on commitments in the strategy.</li> </ul>



## 8. THE SCOPE OF THE GENDER STRATEGY

Women empowerment and gender equality in the energy sector is everyone's business and responsibility. This strategy, while implemented by the DMRE, applies as follows:

### 8.1 IN THE DEPARTMENT OF MINERAL RESOURCES AND ENERGY

The responsibility to implement this strategy lies with every manager in the department. The strategy implementation cuts across all activities of the department including employee recruitment, advancement and retention, skills retention, skills development, internal and external policy, and regulation development, and building a culture where diversity and inclusion drive behavior and performance. The DMRE's role is also to ensure that all its policies, laws and actions are reviewed and aligned to the then DOE's Women Empowerment and Gender Equality Policy.

### 8.2 ENERGY SECTOR

This strategy applies to the entire energy sector in South Africa, including the DMRE as a sector stakeholder. Whilst the DMRE is the government department responsible for the development and oversight of this policy. It is the responsibility of all stakeholders in the energy sector to actively take steps and action to address women's empowerment and gender equality in the sector. The sector will be supported by the DMRE to do this in a meaningful and effective way. This strategy therefore applies to the entire energy sector, DMRE and State-Owned Entities included.



## 9. STRATEGIC OBJECTIVES OF THE ENERGY SECTOR STRATEGY OBJECTIVES OF THE ENERGY SECTOR GENDER STRATEGY

The four strategic pillars of the WEGE strategy are:

Pillar	Objective	Outcome
Enabling Environment	To create and support an enabling environment in the DMRE and the sector by developing and providing policy, tools and guidelines to ensure the empowerment of women and the achievement of gender equality in the energy sector.	Improved women's empowerment and achievement of gender equality in the sector through improved policy, legislation, leadership, support and action at the macro and micro levels of the sector.
Equal Opportunities	To increase the number of women who are owners and decision-makers in the sector; and who hold leadership positions in the DMRE and the sector.	Percentage increase in the number of women leaders, managers, business owners and decision makers in the energy sector by 2025.
Gender Mainstreaming	To promote and protect the human rights of women in the DMRE and the sector by ensuring that women's empowerment and gender equality are effectively integrated into policy, practice and decision-making.	Human rights of women are respected and protected through effective implementation of gender considerations in policy, practice and decision making in the energy sector.
Barrier Free Workplaces	To identify and eliminate the barriers that hinder the advancement of women empowerment and gender equality in the energy sector.	Everyone in the DMRE and in workplaces across the sector understand and believe in the value of women's empowerment and gender equality. It is a natural and implicit part of how work is delivered in the energy sector, all the time.

## 10. OPERATIONALISING THE STRATEGY

To ensure that the strategy is implemented successfully, the DMRE Gender Unit requires sufficient capacity, resources and buy-in within the DMRE. Experience has shown that implementing gender strategies can be difficult and is highly dependent on ministerial and executive support and leadership. It is unrealistic to expect that commitments to the promotion of gender equality, expressed in policy and planning documents, will be effectively implemented without significant resources being devoted to developing staff commitment, understanding and skills. This is a long-term process of organizational change with political and technical dimensions.

Effective gender mainstreaming in any context requires the officials, variously referred to as gender focal persons/change agents/gender “entrepreneurs”/gender advocates, to take responsibility for spearheading, supporting and sustaining gender work. The role of these

officials is not to take full personal responsibility for gender work, but to act as catalysts supporting and promoting gender-related skills and approaches amongst professional colleagues. The evidence is overwhelming that unless there are designated human resource, responsibility for gender equality all too easily becomes “mainstreamed” out of existence.

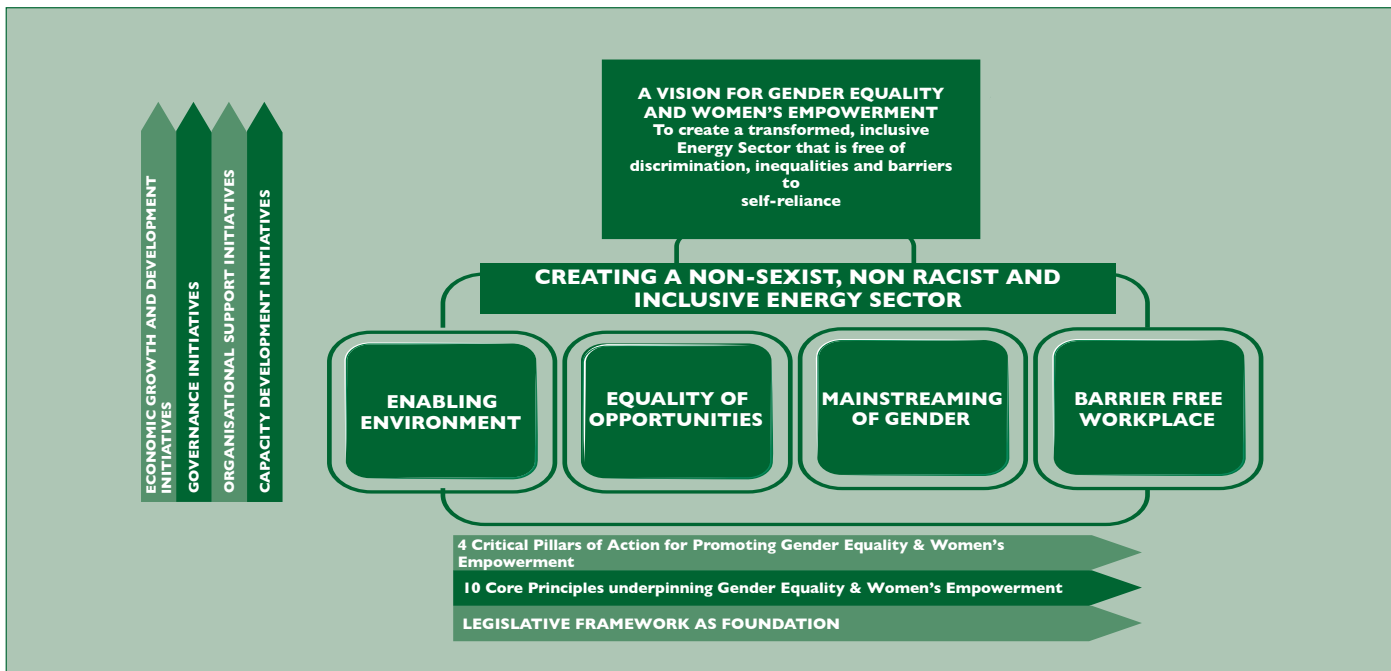


The DMRE must do the following to ensure successful implementation:

Implement a DMRE Gender Capacity Building Framework	An assessment of the levels of understanding and capacity in relation to gender will be conducted and an organizational gender capacity development programme will be implemented.
Strengthen Capacity and Effectiveness of the Gender Focal Point/ Office	Positive focal point experiences, associated with promoting tangible change and sustaining momentum, are strongly related to supportive management, scope and resources for developing and implementing policy and activities, and adequate support. Capacity building for the focal points will include training (in gender mainstreaming, and other related skills), mentoring, links to professional networks, and participation in relevant workshops and events.
Implement the DMRE Gender Policy	Ensure that the policy is implemented and that such implementation is tracked on a regular basis by executive management. As the foundation for driving gender mainstreaming in the DMRE, the policy is a critical driver in achieving all the gender commitments (including this strategy) espoused by the department.
Commitment of Financial Resources	Effective gender mainstreaming requires a commitment of adequate financial resources. The success of this strategy is highly dependent on having not only the funding to implement the planned actions, but also for the operational requirements discussed in this section.
Management and Executive Support as the sponsors for gender equality	A constant theme in effective gender mainstreaming is the importance of both the commitment and leadership of senior management. Only senior management can properly oversee a cross-cutting theme, which, by definition, intersects the various management structures of the organization. Equally, senior management support for those spearheading gender equality works is a key to success. The authority and support of senior management is important in enabling gender staff to continue in the face of resistance.
Compliance to the Revised Preferential Procurement Regulations	DMRE and SoEs to set-aside 30% of appropriate categories of State procurement for purchasing from SMMEs or co-operatives as well as township and rural enterprises

## II. IMPLEMENTATION FOCUS AREAS OF THE WEGE STRATEGY

The implementation plan for the strategy is based on the WEGE strategic framework reflected below:



## 11.1 CAPACITY DEVELOPMENT INITIATIVES

The DMRE will ensure that a wide set of options for capacity development are adopted in order to achieve women empowerment and gender equality. The department human capital will require putting in place the required infrastructure and resources. Strengthening and building the capacity of women, including women with disabilities and young women is a key objective of this operational pillar. Capacity building should focus on strengthening the technical, management and leadership skills required by women and other disadvantaged groups to improve their access to decent employment, business ownership and decision-making in the energy sector.

The following initiatives and actions are recommended:

Item	Department of Mineral Resources and Energy	Energy Sector
Actions	<ul style="list-style-type: none"> <li>• Development and implementation of pathways for upward mobility of women into Senior Management Positions through management and leadership development programmes, which includes job shadowing and mentoring.</li> <li>• Offer bursaries, internships, learnership, mentoring and coaching and skills development.</li> <li>• Build the capacity of staff, management and boards to mainstream gender into all policies, programmes, practices and projects of the department. This includes gender empowerment training as part of the orientation programme for new employees.</li> <li>• Train gender champions in the DMRE to support and strengthen gender mainstreaming.</li> <li>• Establish baseline studies to monitor employment equity changes in the energy sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of toolkits and guidelines to support the business to identify, promote, support and retain women in senior management positions.</li> <li>• Offer dedicated bursaries, internships, learnership, mentoring and coaching and skills development.</li> <li>• Invest in capacity building initiatives that strengthen women owned businesses in the sector.</li> <li>• Build the capacity of staff, management and boards to mainstream gender into all policies, programmes, practices and projects of the organization. This includes gender empowerment training as part of the orientation programme for new employees.</li> <li>• Use enterprise development programmes to build the capacity of women in the energy sector</li> <li>• Establish baseline studies to monitor women economic participation in the energy sector.</li> </ul>

## 11.1 CAPACITY DEVELOPMENT INITIATIVES

Item	Department of Mineral Resources and Energy	Energy Sector
Outcomes / benefits	<ul style="list-style-type: none"> <li>Percentage increase of women in senior and executive management positions at the DMRE and in the sector.</li> <li>Stronger engagement and retention of female team members, particularly senior and executive levels</li> <li>Improved integration of gender considerations into the policy, practice and decision making of the department</li> <li>Number of gender training programmes and gender champions in the department</li> </ul>	<ul style="list-style-type: none"> <li>Percentage increase of women who own businesses in primary and secondary businesses in the energy sector</li> <li>Stronger engagement and retention of female team members.</li> <li>Improved integration of gender considerations into the policy, practice and decision making of the sector.</li> <li>Percentage increase in number of women that benefit from enterprise development programmes.</li> </ul>
Measurement of impact / ROI	<ul style="list-style-type: none"> <li>Statistics of women in management</li> <li>Qualitative feedback from women staff</li> <li>Gender analysis</li> </ul>	<ul style="list-style-type: none"> <li>Data on number of women in management</li> <li>Data on number of women business owners</li> <li>Qualitative feedback from women staff</li> <li>Gender analysis</li> </ul>





## 11.2 ORGANISATIONAL SUPPORT INITIATIVES

The DMRE and energy sector leaders (boards and executive leadership) should ensure that an effective set of options for organizational support are adopted in order to promote women empowerment and gender equality. Organizational support initiatives are the specific actions organizations can take to improve their culture, systems and practices to enhance women's empowerment and gender equality. The following initiatives and actions will be prioritized:



## 11.2 ORGANISATIONAL SUPPORT INITIATIVES

Item	Department of Mineral Resources and Energy	Energy Sector
Actions	<ul style="list-style-type: none"> <li>• Effectively implement the Employment Equity Act.</li> <li>• Ensure that organizational policies and processes around human resources, like performance management and talent management and support women's advancement.</li> <li>• Ensure that gender considerations are included in data collection, monitoring and evaluations systems; and used to improve organizational practices.</li> <li>• Measures in place to address transgressions and discrimination.</li> <li>• Gendered budgets showing clear allocation of funds to support women's empowerment and gender equality.</li> <li>• Design and develop gender mainstreaming training materials and make available training to the DMRE staff.</li> <li>• Support and equip DMRE leaders and managers to be change champions and gender sponsors.</li> <li>• Gender budgets showing clear allocation of funds to support women's empowerment and gender equality.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement specific programmes to fast track gender parity in key decision-making levels and strive for the attainment of 50% of women in senior and executive management.</li> <li>• Effectively implement the Employment Equity Act.</li> <li>• Implement organizational culture programmes that prioritize women empowerment and gender equality.</li> <li>• Ensure that organizational policies and processes around human resources, like performance management and talent management and support women's advancement.</li> <li>• Ensure that gender considerations are included in data collection, monitoring and evaluations systems; and used to improve organizational practices.</li> <li>• Support and equip the board, leaders and managers to be change champions and gender sponsors.</li> <li>• Measures in place to address transgressions and discrimination.</li> <li>• Gender budgets showing clear allocation of funds to support women's empowerment and gender equality.</li> </ul>

## 11.2 ORGANISATIONAL SUPPORT INITIATIVES

Item	Department of Mineral Resources and Energy	Energy Sector
Outcomes / benefits	<ul style="list-style-type: none"> <li>Percentage increase of women in senior and executive management positions at the DMRE and in the sector.</li> <li>Stronger engagement and retention of female team members.</li> <li>Improved integration of gender considerations into the policy, practice and decision making of the department. Leaders lead by example as far as gender equality is concerned.</li> <li>Punitive measures in place to address non-compliance and discriminatory behavior and practices.</li> <li>Budgets are responsive to the needs of women and include specific resources to improve gender equality.</li> </ul>	<ul style="list-style-type: none"> <li>Percentage increase of women who own businesses in primary and secondary businesses in the energy sector.</li> <li>Stronger engagement and retention of female team members.</li> <li>Improved integration of gender considerations into the policy, practice and decision making of the business.</li> <li>Leaders lead by example as far as gender equality is concerned.</li> <li>Punitive measures in place to address non-compliance and discriminatory behavior and practices.</li> <li>Budgets are responsive to the needs of women and include specific resources to improve gender equality.</li> </ul>
Measurement of impact / ROI	<ul style="list-style-type: none"> <li>Data of women in management</li> <li>Qualitative feedback from women staff</li> <li>Minutes of management meetings</li> <li>Staff feedback</li> <li>Gender incorporated into policies / agendas</li> <li>Budgets</li> </ul>	<ul style="list-style-type: none"> <li>Data on number of women in management</li> <li>Qualitative feedback from women staff</li> <li>Minutes of management meetings</li> <li>Staff feedback</li> <li>Gender incorporated into policies / agendas</li> <li>Budgets</li> </ul>

## 11.3 GOVERNANCE AND INSTITUTIONAL DEVELOPMENT INITIATIVES

The DMRE should ensure that the gender policy and strategy are promoted, governed, and supported by strategic leadership. Effective oversight, governance and policy guidance by the DMRE and boards will support the department and the sector to show meaningful commitment to women’s empowerment and gender equality. The following initiatives and actions will be focused on:

Item	Department of Mineral Resources and Energy	Energy Sector
Actions	<ul style="list-style-type: none"> <li>• DMRE to facilitate and maintain the Women in Energy Directory and make it available to all divisions in the department and to SOEs.</li> <li>• DMRE should ensure that the WEGE policy is institutionalized through including it the strategic plan, monitoring and reporting on it.</li> <li>• Accountability of gender mainstreaming ensured through M&amp;E, reporting, gender audits, disaggregated data, and gender analysis.</li> <li>• DMRE should ensure that Gender Management System (GMS) and institutional mechanisms are established. These will include assessing which gender functions are required, finding the resources for it and ensuring that it has strategic and operational decision-making power and influence.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a women specific database for the business that could be accessed by all business divisions.</li> <li>• Establish the required structures and systems that support the integration of gender across the business.</li> <li>• Create and implement a board monitoring mechanism to ensure women’s empowerment and gender equality.</li> <li>• Incentivize the participation of women in the business’s supply chain.</li> <li>• Accountability of gender mainstreaming ensured through M&amp;E, reporting, gender audits, disaggregated data, and gender analysis.</li> <li>• Set strategic business targets that are tracked and board and executive level.</li> <li>• Explore governance arrangements that will help the business to successfully implement women’s empowerment and gender equality commitments.</li> <li>• Energy sector companies support the Women in Energy awards to encourage women’s participation and leadership in the sector.</li> </ul>

### 11.3 GOVERNANCE AND INSTITUTIONAL DEVELOPMENT INITIATIVES

Item	Department of Mineral Resources and Energy	Energy Sector
Outcomes / benefits	<ul style="list-style-type: none"> <li>• Data collection on women and gender</li> <li>• Systems and processes that show clear accountability and action.</li> <li>• Appropriate and resourced gender structures with requisite decision-making power in place.</li> <li>• Women in energy associations established, functioning and effectively supported by the DMRE.</li> <li>• Ministerial Council in place and meeting biannually</li> </ul>	<ul style="list-style-type: none"> <li>• Accessible and updated women in energy database.</li> <li>• Systems and processes that show clear accountability and action.</li> <li>• Appropriate and resourced gender structures requisite decision-making power in place.</li> <li>• Meaningful incentives in place.</li> <li>• Women businesses benefit from incentives.</li> <li>• Targets as set are achieved.</li> <li>• Governance measures in place,</li> </ul>
Measurement of impact / ROI	<ul style="list-style-type: none"> <li>• Policies</li> <li>• Reports</li> <li>• Minutes</li> <li>• Data on women</li> <li>• Regular monitoring and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Data on number of women business owners</li> <li>• Data on women</li> <li>• Regular monitoring and evaluations</li> </ul>

## 11.4 ECONOMIC GROWTH AND DEVELOPMENT INITIATIVES

The DMRE, energy sector business, financial institutions and other stakeholders will support the development of programmes and initiatives to address the low skills base of women in the energy sector, and those who intend to join the sector. The developed programmes or initiatives will address challenges faced by women in the energy sector business such as access to information, technology, finance, energy markets and economic opportunities. In addition, the proposed actions will increase access to opportunities, promote the economic empowerment of women, and strive to alleviate energy poverty amongst women and increase the number of women in the energy sector business. The following initiatives and actions will be taken:



## 11.4 ECONOMIC GROWTH AND DEVELOPMENT INITIATIVES

Item	Department of Mineral Resources and Energy	Energy Sector and other stakeholders
Actions	<ul style="list-style-type: none"> <li>• Conduct a full assessment to understand the extent of economic empowerment opportunities for women in the sector.</li> <li>• Develop partnerships with national and international organizations and government departments that conduct research and implement economic empowerment programmes for women in the energy sector.</li> <li>• Implement programmes for economic empowerment and employment creation that supports the government's mandate of universal access to energy.</li> <li>• DMRE, in partnership with the energy sector should support the formation of women business cooperatives in line with the programmes of the Integrated Energy Centre.</li> <li>• DMRE to work with Department of Small Business, Development, local and international, public, and private financial institutions to secure funding for energy related programmes and projects.</li> <li>• DMRE in partnership with stakeholders to host energy information dissemination sessions on business opportunities, access to finance, markets, and capacity building initiatives in the energy sector.</li> <li>• Inform and influence government policy, resource allocation and service delivery to address and improve the position of women as energy users, employees, and businesswomen in the energy sector.</li> <li>• DMRE to support the establishment and/or functioning of women in energy associations through access to information, resources, and opportunities.</li> <li>• DMRE to facilitate women in energy awards to recognize and encourage women's participation and leadership in the energy sector.</li> <li>• Establish a Gender Ministerial Council to oversee and ensure implementation of the WEGE Strategy across the sector.</li> <li>• DMRE and SoEs to set-aside 30% of appropriate categories of State procurement for purchasing from SMMEs or co-operatives as well as township and rural enterprises.</li> </ul>	<ul style="list-style-type: none"> <li>• Support women to access energy sector supply chain opportunities.</li> <li>• Implement specific programmes aimed at improving the employment and economic prospects of women.</li> <li>• Use innovation and technologies to open access to the sector for women.</li> <li>• Work with government to leverage the growth of green energy as an economic driver for women's empowerment.</li> <li>• Ensure that a considerable percentage of most supply chain contracts are granted to women, as per the revised Preferential Regulations.</li> <li>• Support sector specific associations/ forums.</li> <li>• Support DMRE in the awards through participation and partnership</li> <li>• Gender forums at workplace to champion change that include leaders.</li> <li>• Set specific targets for women to join and participate in the energy sector.</li> <li>• Local and international public and private financial institutions to support energy sector projects of all sizes.</li> <li>• Participate and host sessions on business opportunities, access to finance, markets, and capacity building initiatives in the energy sector.</li> </ul>

## 11.4 ECONOMIC GROWTH AND DEVELOPMENT INITIATIVES

Item	Department of Mineral Resources and Energy	Energy Sector and other stakeholders
Outcomes / benefits	<ul style="list-style-type: none"> <li>Economic empowerment initiatives are responsive to the needs of women in their different capacities.</li> <li>Government policy and action in the area of energy supports the economic advancement of women as users, employees and business owners.</li> <li>Increase in the number of women that are successful in winning contracts in the energy sector.</li> <li>Women are key players in the green energy sector.</li> <li>Partnerships in place that support the economic advancement of women in the sector; including addressing energy poverty.</li> <li>Improved economic position of women in the sector.</li> <li>Accessible and updated women in energy database.</li> <li>Annual Women in Energy awards held, recognizing good practices across the sector.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of women that are successful in winning contracts in the energy sector.</li> <li>Women are key players in the green energy sector.</li> <li>Women specific economic empowerment programmes in place in the business sector.</li> <li>Increased number of women active in the energy sector and Improved economic business percentage share of women in the sector.</li> <li>Innovation and technology programmes developed or in place to encourage economic advancement of women in the energy sector.</li> </ul>
Measurement of impact / ROI	<ul style="list-style-type: none"> <li>Data on changes in women's economic status in the sector</li> <li>Qualitative feedback from women</li> <li>Amount of money spent on women specific programmes in the energy sector</li> <li>Minutes</li> <li>Agendas</li> <li>Reports</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative feedback from women</li> <li>Data on changes in women's economic status in the sector</li> <li>Amount of money spent on women specific programmes in the energy sector</li> <li>Minutes</li> <li>Reports</li> <li>Agendas</li> </ul>

## 12. ACCOUNTABILITY, MONITORING, EVALUATING AND REPORTING

### 12.1 ACCOUNTABILITY

A number of stakeholders within and outside of the DMRE have a critical role to play in ensuring that this strategy achieve its goals. These stakeholders include the Parliamentary Committee on Energy; the Minister of Mineral Resources and Energy; the Ministerial Council on Women's Empowerment and Gender Equality in the Energy Sector; boards; executive management; senior management, the Gender Unit at the DMRE; all departments and employees. See a detailed breakdown:

Authority	Responsibilities
Parliamentary Committee on Energy	<ul style="list-style-type: none"><li>• Hold the DMRE accountable to its Constitutional, NDP and WEGE Policy commitments.</li><li>• Ensure that reporting to Parliament includes specific reporting on women's empowerment and gender quality in the department and the sector.</li><li>• Engage the private sector and SOEs on their commitments to the WEGE strategy.</li><li>• Recommend sanctions for non-compliance with the WEGE policy and strategy commitments.</li></ul>
Minister	<ul style="list-style-type: none"><li>• Ensure the achievement of the strategic pillars of the strategy</li><li>• Hold executive management accountable to gender equality targets and commitments</li><li>• Report to Cabinet, Parliament and women on progress</li><li>• Engage with relevant ministerial colleagues to gains support and or collaborate on the WEGE strategy</li></ul>



Authority	Responsibilities
Ministerial Council	<ul style="list-style-type: none"> <li>• Providing cross-sectoral strategic input to the DMRE to ensure effective implementation of the WEGE strategy as per the strategy implementation plan.</li> <li>• Driving cross-sectoral collaboration to strengthen the commitment to, and action on women empowerment and gender equality in the energy sector.</li> <li>• Track implementation of the strategy, and make recommendations for the addressing any delays in implementation.</li> <li>• Identifying opportunities and actions to strengthen the successful implementation of the strategy.</li> <li>• Identifying and mobilizing resources to support the implementation of the WEGE strategy across the energy sector.</li> <li>• Identifying and recommending capacity building, organizational, governance and economic actions to improve women's empowerment and gender equality in the energy sector.</li> <li>• Engage non-compliant stakeholders in the energy sector through the council mechanism.</li> <li>• Recognizing energy stakeholders that are making progress in advancing women's empowerment and gender equality in the sector.</li> <li>• Report on progress and make strategic recommendations for improvement annually.</li> </ul>
Boards	<ul style="list-style-type: none"> <li>• Play an ambassadorial role of board members in relation to gender equality</li> <li>• Set expectations of executives to drive gender equality</li> <li>• Role-modelling gender-diverse recruitment / composition at board level</li> <li>• Reinforcement of business benefits from gender equality (particularly better decision-making and risk management)</li> <li>• Report to stakeholders (including shareholders) on gender equality.</li> <li>• Play Gender Champion role at board level.</li> </ul>

Authority	Responsibilities
Executive Management	<ul style="list-style-type: none"> <li>• Demonstrate accountability for gender equality to the board / Minister</li> <li>• Advocate the business case for gender equality continuously</li> <li>• Drive gender strategy and own progress and outcomes</li> <li>• Cascade accountability for gender equality through direct reports</li> <li>• Role-model gender inclusive leadership</li> <li>• Reinforce of business benefits from gender equality (particularly improved engagement and performance).</li> <li>• Integrate gender equality into organizational and individual performance objectives</li> <li>• Integrating gender equality into speeches and statements on a range of subjects and not reserving comments on this theme purely for gender/women-specific occasions</li> <li>• Allocating sufficient resources, financial and human, for the promotion of gender mainstreaming</li> <li>• Participating in discussions on gender issues i.e. opening workshops, chairing panels, sponsoring discussions</li> <li>• Supporting policy advocacy and dialogue on gender, e.g. raising it in discussions with politicians and representatives of the private sector and SOEs.</li> <li>• Promoting measures to develop gender equity within the DMREs organizational structure, procedures and culture.</li> </ul>

Authority	Responsibilities
Senior Management	<ul style="list-style-type: none"> <li>• Integrate gender equality targets and actions into performance and operational plans</li> <li>• Track implementation on a day to day basis</li> <li>• Obtain the requisite capacity building, tools, processes and resources to implement the WEGE strategy</li> <li>• Lead by example and create a gender inclusive culture</li> <li>• Reward positive behavior and address non-compliance</li> <li>• Ensure that budgets incorporate resources required.</li> <li>• Making demands on staff for information, ideas, and progress reports on gender mainstreaming and gender equality.</li> <li>• Providing recognition to staff for innovation/achievement related to gender.</li> <li>• Participating in discussions on gender issues i.e. opening workshops, chairing panels, sponsoring discussions</li> <li>• Providing moral support</li> <li>• Supporting policy advocacy and dialogue on gender, e.g. raising it in discussions with politicians and representatives of the private sector and SOEs.</li> <li>• Promoting measures to develop gender equity within the DMREs organizational structure, procedures and culture.</li> </ul>

Authority	Responsibilities
Gender Unit at DMRE	<ul style="list-style-type: none"> <li>• Drive the development and implementation of the WEGE policy and strategy in partnership with the sector and other interested stakeholders.</li> <li>• Engage other DMRE branches to take on actions in the WEGE strategy.</li> <li>• Implement a capacity-building framework to build the skills and knowledge of the DMRE and the private sector on WEGE.</li> <li>• Oversee the development and implementation of tools, guides and other support mechanisms for the DMRE and the sector.</li> <li>• Build partnerships within and outside the DMRE to ensure that the WEGE strategy is supported, resourced and successfully implemented.</li> <li>• Engage the Minister, executive and senior management to obtain their buy-in and support for the WEGE strategy.</li> <li>• Create platforms and spaces to recognize good practices and share learnings.</li> </ul>
All Departments	<ul style="list-style-type: none"> <li>• Incorporate WEGE goals into planning and policies.</li> <li>• Budget for WEGE actions.</li> <li>• Build capacity of teams to understand and integrate gender considerations into every day practices.</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Create, support and maintain a gender-inclusive culture – through inclusive and collaborative behaviors</li> <li>• Provide constructive ideas and feedback on how the organization can become more gender equitable and inclusive.</li> </ul>

## 12.2 MONITORING AND EVALUATION (M&E)

Programmes and Project Management Office (PPMO) will be required to prepare annual reports on implementation to the Minister. The report will include progress on implementing the strategy; with concrete examples and transformative stories based on the baseline developed.

PPMO should report on women's penetration and participation in the energy sector through a detailed study conducted industry wide. Such a study should be conducted every three (3) years, with the initial study setting the baseline for each energy sector in the public and private sector. The PPMO will collect, analyze and disseminate data on gender equity, mainstreaming, empowerment, gender gaps and women's participation in all facets of the sector. There will be a regular review of progress achieved on critical areas of the policy and strategy.

## 12.3 REPORTING

The unit responsible for Gender Mainstreaming and Transformation in the department will be required to prepare annual reports to the Minister and the Ministerial Council on the implementation of the WEGE strategy. Other stakeholders in the sector, including SOEs and the private sector will be encouraged to report progress in the Annual or Integrated annual reports. For SOEs in particular, implementation and monitoring will be driven as part of the Compact agreement with the DMRE.

Progress will be reported in the reports to Cabinet and included in the State of the Nation Address annually. A full audit will be conducted at the end of the five-year period to measure progress against agreed goals and provide guidance on priorities for the next five years.

## 13. CONCLUSION

Women make up more than half of the population and electorate in South Africa, Equality between women and men is a fundamental principle enshrined in the South African Constitution, and its laws, policies and regulations. This is also in line with international norms and standards, which South Africa has subscribed. The Department WEGE Policy and this strategy promotes and enshrines the equality of women and in all areas including but not limited to employment, pay and adoption of measures to provide specific advantages in favour of women, young women, women with disabilities and girl children. It is also critical that women's participation in decision making in the energy sector is increased to drive the gender agenda in the sector. This strategy will ensure that women in South Africa participate in the full value chain of the energy sector as investors, owners, managers, workers, academics, consultants, just to mention but a few. The support of all stakeholders is anticipated.

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**WOMEN EMPOWERMENT & GENDER EQUALITY  
IMPLEMENTATION PLAN FOR THE STATE-OWNED ENTITIES  
AND ENERGY SECTOR COMPANIES**

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
Capacity Development Initiatives				2021	2022	2023	2024	2025	Evidence/ Outputs
	Training of Gender Champions within Energy Companies.	Gender Champion(s) are well informed and empowered on gender issues within Energy Companies.	Energy Companies.	0 Gender Champion.	1 Gender Champion.	1 Gender Champion.	0 Gender Champion.	0 Gender Champion.	Reports. Certificates.
	Co-ordination of Management Development Programme to build pathway for upward mobility of women within Energy Respective Companies.	50 women at SMS Level. 50 women in Junior & Middle Management Level.	Energy Sector Companies.	0 women at SMS, Junior and Middle Management Level.	10 women at SMS Level and 10 women at Junior and Middle Management Level.	20 women at SMS Level and 20 women at Junior and Middle Management Level.	10 women at SMS Level and 10 women at Junior and Middle Management Level.	10 women at SMS Level and 10 women at Junior and Middle Management Level.	Reports. Certificates.
	Co-ordination of Short-term Business Management Courses such as project preparation, financial literacy, bidding documentation and others.	50 Women in Energy attend Long-Term Courses per year. Women in the sector have improved business skills. Percentage increase women that apply for tenders in the sector.	Energy Companies.	5 Women in Energy attend Short Courses per year.	10 Women in Energy attend Short Courses per year.	15 Women in Energy attend Short Courses per year.	15 Women in Energy attend Short Courses per year.	5 Women in Energy attend Short Courses per year.	Training programmes in place. Training agenda. Registers of training sessions.

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	Evidence/ Outputs
Capacity Development Initiatives	Co-ordination of long-term Business Management Courses.	<p>50 Women in Energy attend Long-Term Courses per year.</p> <p>Percentage increase in women receiving certification for business management programmes.</p> <p>Percentage increase in the number of women who have improved business skills.</p>	Energy Companies.	50 Women in Energy attend Short Courses	50 Women in Energy attend Short Courses	50 Women in Energy attend Short Courses	50 Women in Energy attend Short Courses	50 Women in Energy attend Short Courses	<p>Training programmes in place</p> <p>Training agenda</p> <p>Registers of training sessions</p> <p>Diplomas</p>
	Building of capacity in women through bursaries, and skills development programmes.	<p>20 bursaries allocated to young women per year.</p> <p>Percentage increase in the number of women benefiting from skills development programmes.</p> <p>Percentage increase in the number of young women choosing to study in energy related programmes.</p>	Energy Companies (including SoEs) HR & ASS.	20 bursaries allocated to young women per year.	20 bursaries allocated to young women per year.	20 bursaries allocated to young women per year.	20 bursaries allocated to young women per year.	20 bursaries allocated to young women per year.	<p>Bursary.</p> <p>Adverts.</p> <p>Written confirmation of bursaries.</p>

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	Evidence/ Outputs
Capacity Development Initiatives	Executive Coaching Programme for Senior Women Managers/ Leaders in the Energy Sector.	50 Senior Women Managers attended Executive Coaching Programme per year.	DMRE Energy Companies (including SoEs).	50 Senior Women Managers attended Executive Coaching Programme per year.	50 Senior Women Managers attended Executive Coaching Programme per year.	50 Senior Women Managers attended Executive Coaching Programme per year.	50 Senior Women Managers attended Executive Coaching Programme per year.	50 Senior Women Managers attended Executive Coaching Programme per year.	Transformed department and energy sector.
		Percentage of women ready to move into executive positions.  Percentage increase in women expressing readiness for executive positions in the sector.							Transformed department and energy sector.  Coaching curriculum.  Coaches identified.  Agenda.  Materials.  Certificates.

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	Evidence/ Outputs
Capacity Development Initiatives	Mentorship and Coaching Programme for Junior & Middle Management Women Managers.	50 Junior & Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.	DMRE Energy Companies (including SoEs).	50 Junior & Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.	50 Junior & Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.	50 Junior & Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.	50 Junior & Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.	50 Junior & Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.	Transformed department and energy sector.  Curriculum developed.  Mentors and Coaches identified.  Agenda.  Materials.  Certificates.
		Percentage of women ready to move into executive positions.  Percentage increase in women expressing readiness for executive positions in the sector.		Percentage of women ready to move into executive positions.  Percentage increase in women expressing readiness for executive positions in the sector.	Percentage of women ready to move into executive positions.  Percentage increase in women expressing readiness for executive positions in the sector.	Percentage of women ready to move into executive positions.  Percentage increase in women expressing readiness for executive positions in the sector.	Percentage of women ready to move into executive positions.  Percentage increase in women expressing readiness for executive positions in the sector.	Percentage of women ready to move into executive positions.  Percentage increase in women expressing readiness for executive positions in the sector.	

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	Evidence/ Outputs
Capacity Development Initiatives	Emotional Intelligence Programme for Women Leaders/	25 Women Leaders/ Directors in the Energy Sector attended Emotional Intelligence Programme.	DMRE, SoEs and Energy Sector Companies.	5 Women.	5 Women.	5 Women.	5 Women.	5 Women.	Transformed department and energy sector
	Conduct business opportunities workshops/ sessions for women in partnership with SoEs and the private sector.	100 women empowered on business opportunities in the energy sector per year.  Women in the sector are more aware of opportunities.  Percentage increase in opportunities made available to women by the sector.	DMRE in partnership with stakeholders.	100 Women.	100 Women.	100 Women.	100 Women.	100 Women.	Transformed energy sector.  Business workshops held.  Agendas.  Registers.  Business opportunities advertised to women.

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	Evidence/ Outputs
Capacity Development Initiatives	DMRE to hold Women in Energy Excellence Awards to recognize outstanding women in energy.	<p>Women in Energy Excellence Awards hosted annually supported by energy industry.</p> <p>Companies that support women in energy are recognised.</p> <p>Increased opportunities.</p>	DMRE in partnership with stakeholders.	01 WIE Excellence Awards held.	01 WIE Excellence Awards held.	01 WIE Excellence Awards held.	01 WIE Excellence Awards held.	01 WIE Excellence Awards held.	<p>Awards held.</p> <p>Women receive awards.</p> <p>Agenda.</p> <p>Guest List.</p>

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	Evidence/ Outputs
<b>Organizational support initiative</b>									
	Provisioning of adequate resources (human capital), with a view to create appropriate attitudes and sensitization for women advancement and gender equality in the energy sector.	Energy Sector Structure inclusive of gender unit with Gender Focal Point (GFP).  Improvement in WEGE focus across the sector.	Energy Sector Companies.	Gender Unit with GFP.	Gender Unit with GFP.	Gender Unit with GFP.	Gender Unit with GFP.	Gender Unit with GFP.	Written approval of allocations.  Job adverts.  GFP staff appointed.



## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Organizational support initiative	Provisioning of adequate financial resources (gender responsive budgeting), with a view to create appropriate attitudes and sensitization for women advancement and gender equality in the energy sector.	<p>3-5% increase in Energy Sector Human Resource &amp; Development (HRD) budget allocated towards gender mainstreaming and empowerment</p> <p>Annual 3-5% increase in financial allocations to support WEGE objectives across the sector.</p>	DMRE, SoEs and Energy Sector Companies.	3-5% increase Gender Responsive Budget.	3-5% increase Gender Responsive Budget.	3-5% increase Gender Responsive Budget.	3-5% increase Gender Responsive Budget.	3-5% increase Gender Responsive Budget.	Written approval of allocations.
	Establishment of measures such as affirmative action, women managers' forum, to fast track the increase of women.	<p>Affirmative Action measures programme and plan in place to fast track the increase of women.</p> <p>Women Managers Forum and general women's forums available.</p> <p>Percentage increase in women managers and senior managers in the sector.</p> <p>Percentage women believe they are receiving advancement opportunities.</p>	Energy Sector Companies.	Affirmative Action Programme implemented.	Affirmative Action Programme implemented.	Affirmative Action Programme implemented.	Affirmative Action Programme implemented.	Affirmative Action Programme implemented.	<p>Transformed Energy Sector.</p> <p>Employment Equity Policies.</p> <p>Employment Equity Plans.</p> <p>Employment Equity Reports.</p>

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Organizational support initiative	Energy Sector supports women business cooperatives e.g. Integrated Energy Centre.	Percentage increase in Women Business Cooperatives supported per year.	Energy Sector Companies.	0 Women Business Cooperatives supported.	1% increase in Women Business Cooperatives supported.	1% increase in Women Business Cooperatives supported.	1% increase in Women Business Cooperatives supported.	1% increase in Women Business Cooperatives supported.	Support programmes in place. Agendas. Reports.
		Increase in number of women cooperatives in the energy sector.  Women cooperatives benefit from opportunities in the energy sector.							

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Organizational support initiative	Energy Sector to ensure that a designated percentage of business opportunities/ procurement are granted to women.	30% of procurement contracts ring-fenced for women.	Energy Sector Companies.	30% of procurement contracts granted to women.	30% of procurement contracts granted to women.	30% of procurement contracts granted to women.	30% of procurement contracts granted to women.	30% of procurement contracts granted to women.	Percentage of procurements granted to women.
	DMRE to facilitate and maintain the Women in Energy Directory to strengthen database of women in the energy sector.	Interactive Women in Energy Business Directory/ Database available.	DMRE.	Interactive WIE Directory available.	Interactive WIE Directory available.	Interactive WIE Directory available.	Interactive WIE Directory available.	Interactive WIE Directory available.	Women empowered economically.
	DMRE to facilitate the establishment of Energy Sector Gender Advisory Council.	Energy Sector Gender Advisory Council established and functional.  50% women representation on the Council.  Council decisions result in positive outcomes for women.	DMRE.	Energy Sector Women Empowerment Advisory Committee established.	Energy Sector Women Empowerment Advisory Committee established & functional.	Energy Sector Women Empowerment Advisory Committee established & functional.	Energy Sector Women Empowerment Advisory Committee established & functional.	Energy Sector Women Empowerment Advisory Committee established & functional.	Terms of reference of the Council.  Calendar.  Agenda.  Minutes.  Reports.

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Governance and institutional development initiatives	<p>CEO 8-Principle Action Plan on the implementation of WEGE included in compact and performance agreements for senior managers and gender equality.</p> <p>Women in the DMRE and SoEs report positive action.</p>	<p>CEO 8-Principle Action Plan on WEGE included in compact agreements and embedded in Senior Managers Performance Contracts.</p> <p>Improvement in departmental and SOE actions in promoting women's empowerment and gender equality.</p>	Energy Sector Companies	CEO 8-Principles embedded on SMS Performance Contracts.	CEO 8-Principles embedded on SMS Performance Contracts.	CEO 8-Principles embedded on SMS Performance Contracts.	CEO 8-Principles embedded on SMS Performance Contracts.	CEO 8-Principles embedded on SMS Performance Contracts.	<p>Compact agreements.</p> <p>Performance agreements.</p> <p>Performance reviews.</p> <p>Annual Report.</p>
	Energy Sector to promote gender responsive policies and practices.	Gender responsive policies and practices available.	DMRE, SoEs and Energy Sector Companies.	Gender responsive policies and practices available.	Gender responsive policies and practices available.	Gender responsive policies and practices available.	Gender responsive policies and practices available.	Gender responsive policies and practices available.	Gender responsive policies available.
	Energy Sector to ensure that gender aspect is incorporated in all policies, programmes and projects.	Energy Sector policies, programmes and projects are gender mainstreamed per year.	DMRE, SoEs and Energy Sector Companies.	Policies gender mainstreamed per year.	Policies gender mainstreamed per year.	Policies gender mainstreamed per year.	Policies gender mainstreamed per year.	Policies gender mainstreamed per year.	Policies gender mainstreamed per year.

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Governance and institutional development initiatives	Gender Management System (GMS) such as gender units, GFPs, Gender Forum etc and institutional mechanisms are established.	Gender Management System (GMS) established and operationalized.	DMRE, SoEs and Energy Sector Companies.	GMS established and operationalized.	GMS established and operationalized.	GMS established and operationalized.	GMS established and operationalized.	GMS established and operationalized.	Gender management system established.
	DMRE to facilitate development of Women in Energy (WiE) Associations which are sub-sector specific.	New and functional Women in Energy Associations.  Women in energy associations operational in all sub-sectors  Percentage increase in contracts and opportunities granted to women across all areas of the sector	DMRE & Energy Sector Companies.	Sector Specific WIE Associations functional.	Sector Specific WIE Associations functional.	Sector Specific WIE Associations functional.	Sector Specific WIE Associations functional.	Sector Specific WIE Associations functional.	Terms of reference of associations.  Contracts.  Reports.

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Economic growth and development initiatives	Development of partnership with national and international organizations to support women's economic development.	Partnership with National & international organizations established and functional.  Increase in economic opportunities for women.  Women participate and lead in key sectoral fora.	DMRE, SoEs and Energy Sector Companies.	Partnership with National & international organizations established.	Partnership with National & international organizations established.	Partnership with National & international organizations established.	Partnership with National & international organizations established.	Partnership with National & international organizations established.	Memorandum of Understanding/ agreement. Reports.
	Economic development programmes addressing poverty that benefit young women, girl children, elderly women, women military veterans, rural women, and women with disabilities.	(01 Women Economic Development programme developed and conducted per year per company).  Improvement in universal and environmentally friendly energy access for women and girls.  Increased poverty reductions programmes in the energy sector.	DMRE, and Energy Sector.	Economic Development and poverty reduction measures implemented .	Economic Development and poverty reduction measures implemented.	Economic Development and poverty reduction measures implemented.	Economic Development and poverty reduction measures implemented.	Economic Development and poverty reduction measures implemented.	Policies. Plans. Reports.

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Economic growth and development initiatives	Establishment of Women-Owned Integrated Energy Centre (IEC)	Two Women-owned IEC established and operational  Direct benefits to women visible because of the IECs  Increase in the number of women holding leadership positions in the sector.	DMRE and Stakeholders.	0 IEC established.	1 IEC established.	0 IEC established.	1 IEC established.	0 IEC established.	Centres established.  Reports.
	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises	Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township	DMRE and Energy Sector	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises	Number of Women Owned, SMMEs and Cooperatives

## Women Empowerment & Gender Equality Implementation Plan for the State-Owned Entities and Energy Sector Companies

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Economic growth and development initiatives									
	Participate and host sessions on business opportunities, access to finance, markets, and capacity building initiatives in the energy sector.	Numbers of workshops/ sessions held	DMRE and Energy Sector	4 workshops/ sessions held	4 workshops/ sessions held	4 workshops/ sessions held	4 workshops/ sessions held	4 workshops/ sessions held	Women in Energy economically empowered







0.00

-1.74%

0.00%

+1.00%

-0.54%

-1.28%

95.25

17.90

1.58

0.50

9.90%

71%



**WOMEN EMPOWERMENT & GENDER EQUALITY  
IMPLEMENTATION PLAN FOR THE DEPARTMENT OF MINERAL  
RESOURCES AND ENERGY**

## Women Empowerment & Gender Equality Implementation Plan for Department of Mineral Resources and Energy

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Capacity Development Initiatives	Training of Gender Champions within the department.	24 Gender Champions are well informed and empowered on gender issues.	PPMO. HR & ASS.	5 Gender Champions.	5 Gender Champions.	5 Gender Champions.	5 Gender Champions.	5 Gender Champions.	Functional Men and Women Forums.  Terms of References Reports.
	Co-ordination of Management Development Programme to build pathway for upward mobility of women within DMRE.	50 women at SMS Level.  50 women in Junior & Middle Management Level attend the Executive and Management Development Programme.	DMRE HR & ASS.	0 women at SMS Level and Junior and Middle Management Level attend the Executive and Management Development Programme.	10 women at SMS Level and Junior and Middle Management Level attend the Executive and Management Development Programme.	10 women at SMS Level and Junior and Middle Management Level attend the Executive and Management Development Programme.	10 women at SMS Level and Junior and Middle Management Level attend the Executive and Management Development Programme.	10 women at SMS Level and Junior and Middle Management Level attend the Executive and Management Development Programme.	Number of Women attended the Executive and Management Development Programme.

## Women Empowerment & Gender Equality Implementation Plan for Department of Mineral Resources and Energy

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Capacity Development Initiatives	Building of capacity in women through bursaries, and skills development programmes.	<p>30 bursaries allocated to young women per year.</p> <p>Percentage increase in the number of women benefiting from skills development programmes.</p> <p>Percentage increase in the number of young women choosing to study in energy related programmes.</p>	DMRE. HR & ASS and SoEs.	30 bursaries, learner ship and Internships allocated to young women per year.	30 bursaries, learner ship and Internships allocated to young women per year.	30 bursaries, learner ship and Internships allocated to young women per year.	30 bursaries, learner ship and Internships allocated to young women per year.	30 bursaries, learner ship and Internships allocated to young women per year.	<p>Bursary.</p> <p>Adverts.</p> <p>Written confirmation of bursaries, learnership and internships.</p>
	Executive Coaching Programme for Senior Women Managers/ Leaders in the Energy Sector.	<p>5 Senior Women Managers attended Executive Coaching Programme per year.</p> <p>Percentage of women ready to move into executive positions.</p> <p>Percentage increase in women expressing readiness for executive positions in the sector.</p>	DMRE. HR & ASS.	5 Senior Women Managers attended Executive Coaching Programme per year.	5 Senior Women Managers attended Executive Coaching Programme per year.	5 Senior Women Managers attended Executive Coaching Programme per year.	5 Senior Women Managers attended Executive Coaching Programme per year.	5 Senior Women Managers attended Executive Coaching Programme per year.	<p>Coaching curriculum.</p> <p>Coaches identified.</p> <p>Agenda Materials.</p> <p>Certificates.</p>

## Women Empowerment & Gender Equality Implementation Plan for Department of Mineral Resources and Energy

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Capacity Development Initiatives	Mentorship and Coaching Programme for Junior & Middle Management Women Managers.	<p>10 Junior &amp; Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.</p> <p>Percentage of women ready to move into executive positions.</p> <p>Percentage increase in women expressing readiness for executive positions in the sector.</p>	DMRE. HR & ASS.	10 Junior & Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.	10 Junior & Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.	10 Junior & Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.	10 Junior & Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.	10 Junior & Middle Management Women Managers/ Leaders attended Mentorship and Coaching Programme per year.	<p>Curriculum developed.</p> <p>Mentors and Coaches identified.</p> <p>Agenda.</p> <p>Materials.</p> <p>Certificates.</p>
	Emotional Intelligence Programme for Women Leaders.	5 Women Leaders/ Directors in the Energy Sector attended Emotional Intelligence Programme.	DMRE. HR & ASS.	5 Women Leaders/ Directors in the Energy Sector attended Emotional Intelligence Programme.	5 Women Leaders/ Directors in the Energy Sector attended Emotional Intelligence Programme.	5 Women Leaders/ Directors in the Energy Sector attended Emotional Intelligence Programme.	5 Women Leaders/ Directors in the Energy Sector attended Emotional Intelligence Programme.	5 Women Leaders/ Directors in the Energy Sector attended Emotional Intelligence Programme.	5 Women Leaders/ Directors in the Energy Sector attended Emotional Intelligence Programme.

## Women Empowerment & Gender Equality Implementation Plan for Department of Mineral Resources and Energy

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
<b>Organizational support initiatives</b>									
	Provisioning of adequate resources (human capital), with a view to create appropriate attitudes and sensitization for women advancement and gender equality in the department.	Energy Sector Structure inclusive of gender unit with Gender Focal Point (GFP).  Improvement in WEGE focus across the sector.	DMRE.	Gender Unit with GFP.	Gender Unit with GFP.	Gender Unit with GFP.	Gender Unit with GFP.	Gender Unit with GFP.	Written approval of allocations.  Job adverts.  GFP staff appointed.

## Women Empowerment & Gender Equality Implementation Plan for Department of Mineral Resources and Energy

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Organizational support initiatives	Provisioning of adequate financial resources (gender responsive budgeting), with a view to create appropriate attitudes and sensitization for women advancement and gender equality in the energy sector.	<p>3-5% increase in Energy Sector Human Resource &amp; Development (HRD) budget allocated towards gender mainstreaming and empowerment</p> <p>Annual 3-5% increase in financial allocations to support VEGE objectives across the department.</p>	DMRE.	3-5% increase Gender Responsive Budget.	3-5% increase Gender Responsive Budget.	3-5% increase Gender Responsive Budget.	3-5% increase Gender Responsive Budget.	3-5% increase Gender Responsive Budget.	Written approval of allocations.
	Establishment of measures such as affirmative action, women managers' forum, to fast track the increase of women.	<p>Affirmative Action measures programme and plan in place to fast track the increase of women.</p> <p>Women Managers Forum and general women's forums available.</p> <p>Percentage increase in women managers and senior managers in the sector.</p> <p>Percentage women believe they are receiving advancement opportunities.</p>	DMRE..	Affirmative Action Programme implemented.	Affirmative Action Programme implemented.	Affirmative Action Programme implemented.	Affirmative Action Programme implemented.	Affirmative Action Programme implemented.	<p>Employment Equity Policies.</p> <p>Employment Equity Plans.</p> <p>Employment Equity Reports.</p>



## Women Empowerment & Gender Equality Implementation Plan for Department of Mineral Resources and Energy

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
<b>Organizational support initiatives</b>	Energy Sector to ensure that a designated percentage of business opportunities/ procurement are granted to women.	30% of procurement contracts ring-fenced for women.	DMRE.	30% of procurements contracts granted to women.	30% of procurement contracts granted to women.	30% of procurement contracts granted to women.	30% of procurement contracts granted to women.	30% of procurement contracts granted to women.	Percentage of procurements granted to women.
	DMRE to facilitate and maintain the Women in Energy Directory to strengthen database of women in the energy sector.	Interactive Women in Energy Business Directory/ Database available.	DMRE.	Interactive WIE Directory available.	Interactive WIE Directory available.	Interactive WIE Directory available.	Interactive WIE Directory available.	Interactive WIE Directory available.	Women empowered economically.
	DMRE to facilitate the establishment of Energy Sector Gender Advisory Council.	Energy Sector Gender Advisory Council established and functional.  50% women representation on the Council.  Council decisions result in positive outcomes for women.	DMRE.	Energy Sector Women Empowerment Advisory Committee established.	Energy Sector Women Empowerment Advisory Committee established.	Energy Sector Women Empowerment Advisory Committee established.	Energy Sector Women Empowerment Advisory Committee established.	Energy Sector Women Empowerment Advisory Committee established.	Terms of reference of the Council.  Calendar.  Agenda.  Minutes.  Reports.

## Women Empowerment & Gender Equality Implementation Plan for Department of Mineral Resources and Energy

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Governance and institutional development initiatives	8- Principle HoD/ CEO Action Plan on the implementation of WEGE included in compact and performance agreements for senior managers.	<p>HoD/ CEO 8-Principle Action Plan on WEGE included in compact agreements and embedded in Senior Managers Performance Contracts.</p> <p>Improvement in departmental and SOE actions in promoting women's empowerment and gender equality.</p> <p>Women in the DMRE and SoEs report positive action.</p>	DMRE & SoEs.	HoD 8-Principles embedded on SMS Performance Contracts.	HoD 8-Principles embedded on SMS Performance Contracts.	HoD 8-Principles embedded on SMS Performance Contracts.	HoD 8-Principles embedded on SMS Performance Contracts.	HoD 8-Principles embedded on SMS Performance Contracts.	<p>Compact agreements.</p> <p>Performance agreements.</p> <p>Performance reviews.</p> <p>Annual Report.</p>
	Energy Sector to promote gender responsive policies and practices.	Gender responsive policies and practices available.	DMRE.	Gender responsive policies and practices available.	Gender responsive policies and practices available.	Gender responsive policies and practices available.	Gender responsive policies and practices available.	Gender responsive policies and practices available.	Gender responsive policies and practices available.

## Women Empowerment & Gender Equality Implementation Plan for Department of Mineral Resources and Energy

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Governance and institutional development initiatives	Energy Sector to ensure that gender aspect is incorporated in all policies, programmes and projects.	Energy Sector policies, programmes and projects are gender mainstreamed per year.	DMRE.	Policies gender mainstreamed per year.	Policies gender mainstreamed per year.	Policies gender mainstreamed per year.	Policies gender mainstreamed per year.	Policies gender mainstreamed per year.	Gender aspect incorporated.
	Gender Management System (GMS) such as gender units, GFPs, Gender Forum etc and institutional mechanisms are established.	Gender Management System (GMS) established and operationalized.	DMRE.	GMS established and operationalized.	GMS established and operationalized.	GMS established and operationalized.	GMS established and operationalized.	GMS established and operationalized.	Gender management system established.

## Women Empowerment & Gender Equality Implementation Plan for Department of Mineral Resources and Energy

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Economic growth and development initiatives	Development of partnership with national and international organizations to support women's economic development.	Partnership with National & international organizations established and functional.  Increase in economic opportunities for women.  Women participate and lead in key sectoral fora.	DMRE.	Partnership with National & international organizations established.	Partnership with National & international organizations established.	Partnership with National & international organizations established.	Partnership with National & international organizations established.	Partnership with National & international organizations established.	Memorandum of Understanding/ agreement.  Reports.

## Women Empowerment & Gender Equality Implementation Plan for Department of Mineral Resources and Energy

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Economic growth and development initiatives	Economic development programmes addressing poverty that benefit young women, girl children, elderly women, women military veterans, rural women, and women with disabilities.	Development programme developed and conducted per year  Improvement in universal and environmentally friendly energy access for women and girls.  Increased poverty reductions programmes in the energy sector.	DMRE.	Economic Development and poverty reduction measures implemented.	Economic Development and poverty reduction measures implemented.	Economic Development and poverty reduction measures implemented.	Economic Development and poverty reduction measures implemented.	Economic Development and poverty reduction measures implemented.	Plans.  Reports.
	Establishment of Women-Owned Integrated Energy Centre (IEC).	Two Women-owned IEC established and operational  Direct benefits to women visible because of the IECs  Increase in the number of women holding leadership positions in the sector.	DMRE and Stakeholders.	0 IEC established.	1 IEC established.	1 IEC established.	1 IEC established.	1 IEC established.	Centres established.  Reports.

## Women Empowerment & Gender Equality Implementation Plan for Department of Mineral Resources and Energy

Strategies	Activities	Performance Indicators	Responsibilities	Time					Evidence/ Outputs
				2021	2022	2023	2024	2025	
Economic growth and development initiatives	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises.	Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township.	DMRE and stakeholders.	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises.	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises.	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises.	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises.	30% Percentage of State procurement set aside for purchasing from SMMEs or co-operatives as well as township and rural enterprises.	Number of Women Owned, SMMEs and Cooperatives.
	DMRE to host energy information dissemination sessions on business opportunities, access to finance, markets, and capacity building initiatives in the energy sector.	Number of workshops/ sessions held.	DMRE and stakeholders.	4 workshops/ sessions held.	4 workshops/ sessions held.	4 workshops/ sessions held	4 workshops/ sessions held.	4 workshops/ sessions held.	Women economically empowered.



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# Department of Mineral Resources and Energy

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