

CHAPTER 4: MONITORING AND EVALUATING IMPLEMENTATION AND IMPACT OF THE GENDER POLICY GUIDELINES

4.1. The monitoring and evaluation process in the Department of Health

The implementation and impact of these policy guidelines will be measured as part of the regular monitoring strategy for Performance Progress Reports to the Minister within the Department of Health. They will also be measured as part of the Office on the Status of Women's overall monitoring strategy of the National Policy Framework for Women's Empowerment and Gender Equality.

It is essential that all health policies developed by directorates and clusters within the Department of Health and other public health agencies include gender issues in their strategies for monitoring and evaluation purposes. This will enable service providers to measure the differential impact of the policy on women and men in their roles as both users and workers.

The monitoring strategies should establish short-term and long-term indicators. The short-term indicators should assess the extent of institutionalisation of a gender perspective in sectoral policies, programmes and practices of national and provincial departments. This means assessing whether the structures of accountability as outlined in goals (1) and (2) are in place and working, and whether the processes for identifying and addressing gender inequity and inequality are operating. The long-term indicators will measure the impact of changed policies and can therefore only be specified once the initial activities have taken place, so that each directorate or institution has identified the changes it intends to make.

The results will then provide the basis to plan any changes needed to promote greater gender equality and equity in health. The lessons learned can be more widely disseminated to help those at an earlier state of innovation. These monitoring and evaluation strategies need to be culturally sensitive and designed to reflect and change existing patterns of gender relations. A range of practical tools from different countries are now available and can be adopted and used in the South African context.

The Gender Focal Points are responsible for supporting management across programmes and health institutions in implementing the policy guidelines. They are also responsible for integrating the monitoring done by specific directorates and institutions into overall local, provincial and then national reports. The national GFP, with input from local and provincial GFPs, will co-ordinate monitoring efforts and compile integrated reports for the OSW in order to assess successes and barriers towards implementing the National Policy Framework for Women's Empowerment and Gender Equality.

4.2. National and international monitoring and reporting on commitments pertaining to gender equality

Likewise, the GFPs are responsible for compiling reports to meet international gender equality monitoring efforts. This would include assessing Department of Health contributions in implementation of the CEDAW and the health components of consensus agreements such as those in the Platform of Action of the Fourth World Conference on Women held in Beijing in 1995. They should also conduct advocacy to promote gender equality and equity in the processes of reviewing and setting further direction for implementation of these agreements, as well as in health-related debates and agreements developed by the SADC, OAU, NAM and the G77.

4.3. Indicators and targets

The Gender Policy Guidelines for the Public Health Sector describe processes that will be undertaken through all tiers of government. Initially these will involve retrospective assessments of policy and programmes. Thereafter they will be integrated into the ongoing strategic planning, evaluation and monitoring processes of the Department of Health and the public health institutions. Until the initial steps have been taken to identify barriers to gender inequity and inequality, strategies to address these cannot be developed. Hence, the impact of such strategies cannot be measured. For this reason, the initial indicators for monitoring the Gender Policy Guidelines for the Public Health Sector are *process indicators*. They allow the Department of Health, Public Health Sector and the Office on the Status of Women to monitor whether the necessary steps are being taken in order to identify and address gender inequality and inequity. The following tables present short-term indicators for measuring the implementation of these objectives.

Table 4.1: Goal 1 - Incorporating gender analysis into all public health sector policies and programmes

Objectives	Indicator	Target
To gain senior management commitment and build their confidence and capacity	<ul style="list-style-type: none"> • Senior management attendance at policy orientation events • Full-time GFPs appointed at provincial level • GFPs appointed at local government level 	<ul style="list-style-type: none"> • Cover 25% of managers every twelve months. • All nine provinces within two years of adoption of these guidelines • All metropolitan councils within three years of adoption of these guidelines; all provincial capitals and local governments of equivalent size within three years of adoption of these guidelines
To facilitate senior managers integrating gender analysis into strategic/business planning, budgets and information systems	<ul style="list-style-type: none"> • Strategic and/or business plans and Directorates' budgets • Information management system 	<ul style="list-style-type: none"> • Within second year, 25% of strategic plans and budgets and by end of third year, 75% of strategic plans and budgets • Within second year, all routine data collected is disaggregated by sex
To integrate gender concerns developed through goals 1 and 2 into the department's overall plans and actions, and to monitor them accordingly	<ul style="list-style-type: none"> • Performance Progress Report to the Minister • Senior management will review implementation of the indicators developed through strategies above 	<ul style="list-style-type: none"> • Within second year 25% of directorates to implement Goals 1 and 2 • By end of third year 75% of directorates to implement Goals 1 and 2
To assess progress in implementing these gender policy guidelines on an annual basis	<ul style="list-style-type: none"> • Performance Progress Report to the Minister 	<ul style="list-style-type: none"> • Within second year 25% of directorates to implement Goals 1 and 2 • By end of third year 75% of directorates to implement Goals 1 and 2

Table 4.2: Goal 2 - Promoting gender equity and equality in organisational development

Objectives	Indicator	Target
To eliminate gender-based discrimination in human resource procedures such as appointments, promotions, pay, conditions of employment and disciplinary procedures	<ul style="list-style-type: none"> • Implementation of the Employment Equity Act 	<ul style="list-style-type: none"> • In keeping with the Department's Employment Equity Plan
To create an equal balance between the sexes in decision-making positions	<ul style="list-style-type: none"> • Increase in the proportion of women in management in the Department of Health and other Public Health Sector institutions at all levels 	<ul style="list-style-type: none"> • In keeping with the Department's Employment Equity Plan
To ensure that institutional rules and culture promote participative decision-making and an environment that is supportive of gender equity and equality	<ul style="list-style-type: none"> • Documentation of the assessment of the institutional rules and culture as they impact on women staff 	<ul style="list-style-type: none"> • Within two years of adoption of the policy guidelines
To build an understanding of and commitment to address the impact of gender-based discrimination	<ul style="list-style-type: none"> • Gender training will be included in Skills Development Plan • Training in gender sensitisation and • Skills training in Gender analysis 	<ul style="list-style-type: none"> • Within twelve months
To draw input from civil society and particularly from beneficiaries of the health services	<ul style="list-style-type: none"> • Number of consultative processes† which include beneficiaries and civil society stakeholders 	<ul style="list-style-type: none"> • Each directorate or institution to engage in a consultative process regarding implementation of policy guidelines and assessment of progress, at least twice a year

Objectives	Indicator	Target
To build understanding of the purpose of the Gender Policy Guidelines and commitment to implement them by political leadership and senior management	<ul style="list-style-type: none"> • Development of the Public Health Sector Implement Plan • Articles on gender issues published in Lesedi Newsletter • Inclusion of gender issues in the agenda and minutes of the management/executive meetings at national, provincial, local and district levels 	<ul style="list-style-type: none"> • Developed within six months of adoption of policy guidelines • One article on the gender guidelines and implementation process per edition • Monthly discussion of report provided by GFPs on implementation and actions identified
To sustain capacity for addressing gender inequity as new people are recruited to the department	<ul style="list-style-type: none"> • Standard employment interview schedule for management 	<ul style="list-style-type: none"> • Within six months, the standard employment interview schedule will include a question on experience in gender analysis
To build the capacity of managers and other appropriate personnel to conduct a gender analysis	<ul style="list-style-type: none"> • A data base of gender training and research experts • A uniform tool to form the basis for gender analyses 	<ul style="list-style-type: none"> • Within six months of adoption of guidelines • Within six months of adoption of guidelines
To build the capacity of Human Resources Directorates to offer gender training	<ul style="list-style-type: none"> • A gender training curriculum • Gender training tools and • Gender analysis tools 	<ul style="list-style-type: none"> • Within eighteen months of adoption of guidelines

† A consultative process can include diverse mechanisms such as the holding of consultative meetings, calling for inputs from the public, ongoing committees or ongoing partnerships.