UJ PROPOSED GENDER EQUITY FRAMEWORK/STRATEGY

TABLE OF CONTENT

ABBREVIATIONS

Lesbian, Gay, Bisexual, Transgender, Intersex +	LGBTI+
National Strategic Policy	NSP
National Prosecuting Authority	NPA
Monitoring and Evaluation	M & E
Men who have sex with other men	MSM
Post-School Education and Training	PSET
Sexual Gender-based Violence and Femicide	SGBV&F
Short Learning Programme	SLP
Southern African Development Community	SADC
South African Police Services	SAPS
Sustainable Development Goals	SDG
Strength, Weakness, Opportunities, Threats	SWOT
University of Johannesburg	UJ

INTRODUCTION

Gender equity and equality remain a challenge globally. According to the Global Gender Gap Report 2020, "there is still a 31.4% average gender gap that remains to be closed" (2019). This has been measured based on four areas that are critical in bringing about transformation and progress internationally. The four gender-based dimensions are Economic Participation and Opportunity, Educational Attainment,

Health and Survival, and Political Empowerment, which are relevant nationally and on an institutional level.

Although some progress has been alluded to in the Global Gender Gap Report, there is a lot of work that remains to be implemented. Even though South Africa is ranked on Level 17 globally, the fact remains that South Africa as a country is faced with multiple gender-based issues, such as sexual gender-based violence and femicide (SGBV&F), discrimination and exclusion of people with a diverse sexual orientation, Lesbian, gay, bisexual, transgender, intersex+ (LGBTI+), gender pay gap and access to economic opportunities. There are many reasons that hinder social, economic and political development and increase the gender-based gap index, which is estimated that it will take 99.5 years to close the global gender gap. In addition, the lack of progress in closing the economic participation and opportunity gap leads to a period extension affecting the closure of the gap (Global Gender Gap Report 2020 (2019), thus it becomes crucial that institutions, nations and states work collaboratively to address gender issues.

PURPOSE OF THE STRATEGY

In response to global gender equity and equality issues, the University of Johannesburg (UJ) through the Gender Equity Strategy has proposed numerous pillars, which will be addressed by the institution. The framework will be utilised as a guide, and a monitoring and evaluation tool, regarding the implementation of various strategic pillars that respond and contribute positively towards global frameworks, such as the Sustainable Development Goals (SDG) 2030, Regional Strategy and Framework of Action for Addressing Gender-Based Violence, Southern African Development Community (SADC) Protocol on Gender and Development, draft National Policy Framework to address gender-based violence in the post-school education and training system and the draft 2030 SGBV&F National Strategic Policy (NSP). The UJ Gender Equity Strategy will outline and respond to several gender equity pillars, namely gender equality and equity, SGBV&F; diverse sexual orientation (LGBTI+); and additional support pillars including information and knowledge management; marketing and communication; partnership and collaborations.

STRATEGIC INTENT

Proposed

Vision:

- **A leading Centre in addressing sexual gender-based violence & femicide (SGBV&F) and gender equity issues.**

- Support hub for all individuals discriminated against based on their gender and sexuality.

- Leading gender and sexuality Centre.

Mission:

- **Become a central support hub for all staff and students exposed to SGBV&F, gender and sexuality-based discrimination, further transforming UJ to become a gender equity space.**
- **Support all staff and students affected by SGBV&F.**
- Address gender equality and equity and UJ.
- Implement preventative and responsive campaigns.
- Drive advocacy and human rights programmes.

UJ Values

IMAGINATION	CONVERSATION
Shaping the future	Learning together from our diversity
Thinking independently	Making wise decisions collectively
Developing a cosmopolitan identity	Engaging meaningfully with one another
Exhibiting ambition and drive	Displaying mutual respect
Adopting entrepreneurial approaches	Leading consultatively
REGENERATION	**ETHICAL FOUNDATION**
Developing sustainably through creative contribution	Treasuring academic freedom
Introspecting for renewal	Seeking balance in the pursuit of knowledge
Innovating for the common good	Facing challenges with courage and earning trust
Making positive change	Acting responsibly by being fair, consistent and transparent
Taking advantage of overlooked opportunities	Participating in and helping the community (ubuntu)*
*Ubuntu, which means humanness in the Nguni languages of Southern Africa, is the idea that a person achieves excellence insofar as she shares a way of life with others and cares for their quality of life.	

PROPOSED GENDER EQUITY OFFICE STRUCTURE

UJ has proposed and will comprehensively respond to several gender equality and equity issues. The focus pillars are as follows: gender equality and equity, SGBV&F, diverse sexual orientation (LGBTI+), information and knowledge management, marketing & communication, partnership and collaborations.
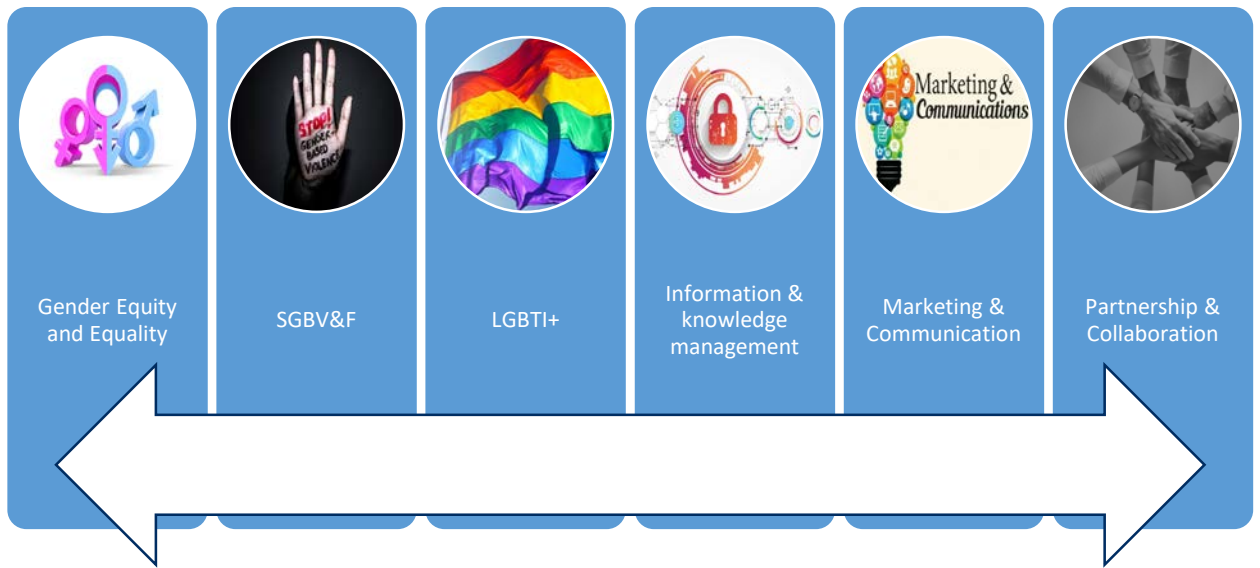
RATIONALE

Strategic pillars and objectives

1.   Gender equality and equity

The World Economic Forum has various system initiatives, and of importance in terms of gender is the initiative on "Shaping the Future of Education, Gender and Work", which seeks to ensure that talent is developed and deployed for maximum benefit to the economy and society. Since 2006, the World Economic Forum has published the Global Gender Gap Index Report annually. The Global Gender Gap Index is a framework used by the World Economic Forum to capture the magnitude and scope of gender-based disparities among countries in the areas of economic participation and opportunity; educational attainment; health and survival; and political empowerment. The results of the Global Gender Gap Index done in 2017 indicated a global gender gap widening for the first time since 2006.

South Africa has retrogressed in crucial global indices, but narrowly made the list of the top 20 countries, falling four places from ranked 15th in 2016 to 19th in 2017. These results emphasise the need for far more proactive and vigorous measures to be taken to narrow the gap.

Since its inception in 2005, the University of Johannesburg has prioritised race and gender equality as one of its strategic objectives. This can be seen in the increase of black people and women in leadership positions and the academic and student community as part of our drive for student inclusion (primarily socioeconomic), transformation (of our senior leadership team and academic community), excellence (teaching and research), and redefining greatness (inclusion, transformation and excellence).

The University is committed to continue to promote and enhance gender equality as a strategic priority for the institution, thereby fulfilling its statutory responsibility in terms of Human Rights and Chapter 2 of the South African Bill of Rights by neither unfairly discriminating nor tolerating unfair discrimination against any person on the basis of

gender. The University will give preferential treatment to eradicate the elimination of all forms of discrimination against women due to past injustices.

Actions to promote gender equality:

- The University is committed to increase the representation of women in all occupational categories and levels.
- The UJ Conditions of Service and Policies should be fair relating to gender equality and should:
  - Focus on the recruitment, retention, performance management, development and succession planning for women.
  - Ensure that men and women are compensated equally for performing the same work.
  - Support employees in maintaining healthy and positive family relationships by ensuring that both men and women balance their work lives with their personal lives.
  - Ensure that management supports employees' pursuit of further education to advance their careers, as well as family counselling, family time or other related efforts.
  - Provide maternity and paternity leave that is fair and equitable, taking into account LGBTI+, commissioning and adoptive parents as per the Labour Laws Amendment Act of 2018.
- The University will address the loss of women due to family responsibilities and the absence of women in senior academic, professional and support roles.
- Provide necessary support (funding, mentoring) to keep the girl child in school and for the students to graduate on time.
- Special emphasis will be placed on the advancement of women (staff/students) within academia by providing support programmes, including mentoring and training to enhance a sustainable academic career. These include women in support divisions and newly recruited insourced women being afforded an opportunity to study further and receive additional empowerment (supervision/management) training. #Leave no women behind.
- Implement gender equality training programmes for employees on the managerial and supervisory level. Education will focus on both the obvious and subtle discrimination that takes place in the institution.

2. *Sexual gender-based violence & femicide (SGBV&F)*

Sexual gender-based violence and femicide (SGBV&F) remains a global challenge, needing urgent attention from all over the world by various stakeholder working in collaboration to eradicate violence aimed at human beings, specifically targeted towards women, children and people with a diverse sexual orientation. This is highly perpetuated by the inequality and discrimination that women of all ages experience throughout their life (UN Women, 2019). [SGBV&F] not only violates human rights but also hampers productivity, reduces human capital and undermines economic growth in societies where it is prevalent. Furthermore, SGBV&F is seen as immoral and a human rights violation with high costs for families, communities and the nation (Regional Strategy and Framework of Action for Addressing Gender-Based Violence 2018-2030). Thus, there is a need to rally together as stakeholders in addressing SGBV&F, taking into account the alarming statistics presented daily in various spaces.

To date, an estimated 35% of women worldwide have experienced either physical and/or sexual intimate partner violence or sexual violence. This includes approximately 87 000 women who were killed in 2017 internationally. Additionally, more than half (50 000 = 58%) were killed by intimate partners or family members, meaning that 137 women across the world are killed by a member of their own family every day. On another note, women account for nearly half (49%) of all human trafficking victims detected globally (UN Women, 2019). Although the international statistics have been projected, this is not a true reflection, since some cases are not reported or recorded accordingly due to data mismanagement. In the case of South Africa, the country was rated to be five times the global average regarding statistics related to femicide, which has decreased, although it remains greater globally (STATS SA, 2018).

According to the STATS SA Governance, Public Safety and Justice Survey GPSJS 2018/19 report, 52 420 sexual offence cases were reported to the police, with a difference of 2 312 relative to 2017/18. The statistics exclude assault and murder, which is another form of violence needing attention. The report further notes that incidents of sexual offences are underreported due to the nature and sensitivity of the case (STATS SA, 2019). Therefore, this means that South Africa has more incidents of sexual offence and violence incidents not being reported. In reference to the provincial sexual offence statistics, Gauteng has been reported as one of the leading provinces with approximately 10 752 incidents reported to the police followed by the Eastern Cape with 8 731 incidents reported (STATS SA, 2019). Although the numbers have been populated, the data cannot be utilised to conclude which province has a high incidence, since one has to take into account issues that hinder people from reporting sexual-based violence cases, such as culture, religion and other factors. Furthermore, institutions such as universities situated within Gauteng should be worried, as the numbers are alarming and need to be reduced in the following decade to come.

Cases of violence and sexual offences do not exclude universities, with some of the cases taking place internally and some externally as students and staff members are part of the broader Johannesburg community. However, there is not sufficient data to present due to the lack of a dedicated office or insufficient resources to coordinate, monitor and evaluate SGBV&F programmes on campus. For the past three years, the light has been shown on Post-School Education and Training (PSET) through various SGBV&F advocacy movements such as "Am I next?", "Not in my name", silent protest etc. Such incidents could not be ignored, since they directly affected various university students, further coercing South African universities to take action and create a safe zone for all (Department of Higher Education and Training, 2019). Therefore, it is a matter of urgency that universities need to put together structures in response to SGBV&F issues unfolding globally. In response to SGBV&F, UJ has set the following strategic goals:

- Implement a comprehensive institutional rape, sexual assault and sexual harassment policy.
- Implement a comprehensive case management system.
- Strengthen psychosocial and counselling services geared towards supporting survivors and victims.

- Design and execute standardised training workshops for health and wellness practitioners, safety and security personnel, key individuals at both support and academic divisions.
- Establish a one-stop wellness Centre that supports survivors and victims.
- Implement a rehabilitation and educational programme for alleged offenders.
- Incorporate SGBV&F content to the University teaching and learning/curriculum, and/or second curriculum.
- Establish a research gender and equity pillar and support research in executing and publishing.
- Implement a boys' and men's forum that will address issues of masculinity and cultural drivers at hand and encourage men to be at the centre of addressing SGBV&F within the University.
- Implement advocacy work to highlight sexual and gender-based violence and the eradication thereof.
- Establish collaborations with external stakeholders (SAPS, NPA, Thuthuzela Centres, Hillbrow Forensic Clinic, Netcare, etc.) for an effective response to SGBV&F issues.

3. *Sexual diverse orientation (LGBTI+)*

According to the South African National LGBTI HIV Plan 2017-2022, people with a diverse sexual orientation experience discrimination and exclusion daily, which includes the fact that the community experience gender-based violence or corrective rape directly from their communities and more harm from their partners. Furthermore, such discrimination and prejudices stem from various social and economic institutions, which include the family, religious structures, public services facilities, spaces of employment and the assumed transformed educational institutions (South African National LGBTI HIV Plan, 2017-2022). This is similar to what has been alluded to by the hate crime against the lesbian, gay, bisexual, transgender and [intersex] (LGBT+) people in the South African report, which highlighted that various LGBT+ individuals experience discrimination and hate crimes within various communities, which include welfare institutions (2016).

Discrimination and exclusion towards the LGBTI+ community have negative effects on numerous levels, which include psychological difficulties, and internalised stigma, which are accompanied by low self-esteem. As a result, more individuals engage in risky and harmful behaviour, such as the use of alcohol and drugs, which makes people more vulnerable to experiencing violence, contracting HIV and many other incidents (South African National LGBTI HIV Plan, 2017-2022). Continuous discrimination has major impacts on the LGBTI+ community, which range from high rates of school dropout, fewer job opportunities, mental health issues linked to high suicide rates, separation from homes and families, taking away social support and human rights violations on various levels. This is, however, not different from what the LGBTI+ individuals go through within the universities, despite having frameworks, such as the transformation barometer for South African Higher Education addressing issues of equity and redress.

LGBTI+ individuals within the university communities still experience many difficulties when it comes to navigating the space. This might range from mere access to an

inclusive bathroom, an inclusive resident or LGBTI+ friendly services within the university. The national student health HIV knowledge, attitude and behavioural survey (NACOSA & HEAIDS, 2014) stipulated that universities have gaps with regard to responding to the needs of LGBTI+ individuals. Some of the gaps highlighted include "Social discrimination, stigma and homophobia, which make it less likely that [LGBTI+] and [men who have sex with other men (MSM)] will access health services; limited LGBTQI/MSM-friendly health services" (NACOSA & HEAIDS, 2014 p. 8-9). Thus, there is a need to create inclusive and LGBTI+ friendly university spaces, which include implementing appropriate programmes that seek to eradicate discrimination and exclusion experienced by people with a diverse sexual orientation. The University's goals are as follows:

- Create an inclusive and LGBTI+ friendly University.
- Redress University policies to be more inclusive and be representative of the LGBTI+ community
- Afford students with academic opportunities that contribute positively to graduateness and social/economic development.
- Train and sensitize individuals regarding LGBT+ issues, further creating a safe zone for all within all the UJ campuses.
- Strengthen care and support programmes: Health and wellness support (medical & psychological services).
- Introduce innovative and relevant approaches in addressing LGBT+ issues.

4. *Information and knowledge management (Teaching and learning, research, monitoring and evaluation)*

Information and knowledge management plays a critical role in assessing and measuring overall progress. At the same time, the pillar takes a close look at generating knowledge and sharing information, which can be achieved through research, teaching and learning projects. Apart from generating knowledge and sharing the content for educational use, data, as collected through interventions and programmes, become essential as an objective process used to determine components to be maintained or improved, as well as to assess whether interventions have achieved the targeted outcomes (Regional Strategy and Framework of Action for Addressing Gender-Based Violence 2018-2030). Therefore, it is crucial that information and data are generated, recorded and stored accurately for various purposes, which include improving the effectiveness of the programme, determining analysis (Strength, Weakness, Opportunities, Threats - SWOT) and providing a guide for policy drafting and implementation. In addition, the information generated from the Gender Equity Unit will be shared with stakeholders accordingly. The University's goals are as follows:

- Execute institutional research to inform practices and programme implementation.
- Collaborate with faculties and external stakeholders in conducting and publishing research papers and publish accurate data on accredited journals.
- Participate in national and international conferences.
- Monitor, evaluate and report institutional contributions towards regional and international frameworks (SDG, SGBVF 2020-2030 NSP, etc.)
- Design and implement an online gender equity/SGBV&F Short Learning Programme (SLP).

- Incorporate SGBV&F content to the University teaching and learning/curriculum, and/or second curriculum.

5. *Marketing and communication*

Marketing and communication play a vital role in addressing issues of gender equity and ending violence. Having good strategies and implementation plans is not sufficient if the aspect of programme marketing and communication is not outlined accordingly. UNICEF emphasises the importance of implementing communication for social change, which focuses on community participation and ownership, language and cultural relevance, generation of local content, use of appropriate technology and network and convergence (UNICEF). It talks to providing communities with relevant content so that they form part of the change they want to see in their communities. Furthermore, it is crucial that programmes and services are well marketed to individuals and communities, with the intent that there will be an increase in service uptake. Various methods could be utilised to market service products, which can be through the application of the four P's of marketing (Fahy & Jobber, 2015) and adopting the use of relevant technology, such as social media, digital content creation and the use of marketing tools within the University. The University's goals are as follows:

- Design marketing campaigns for various clientele, through the use of traditional and digital content production.
- Utilise various UJ social media pages and applications to market the programme.
- Execute marketing projects together with UJFM and the UJ Marketing Division.

6. *Partnership and collaborations*

A single institution will not be able to address a global crisis of SGBV&F, this requires stakeholders from everywhere to come together and work in collaboration to address gender equity and violence inflicted on women, children and people with a diverse sexual orientation. Effective partnerships between government, civil society, experts, researchers, development partners, private sector, the media, the community and other stakeholders facilitate the fulfilment of existing policy and legal commitments in preventing and managing SGBV&F cases and other gender-related issues that need to be implemented urgently. Thus, there is a great need for stakeholders to rally together in an effort to eradicate all forms of violence and discrimination based on sex, gender and sexual orientation. The partnerships are further critical with regard to coordinating and leveraging resources, identifying and building on best practices, scaling up promising interventions, discussing lessons learned and challenges, conducting research, and ensuring that duplication is avoided (Regional Strategy and Framework of Action for Addressing Gender-Based Violence 2018-2030). UJ will collaborate with stakeholders on various levels, which include the use of wellness facilities, institutions of safety, research organisations and centres that are the forefronts of addressing gender equity and eradicating violence. The University's goals are as follows:

- Collaborate with external stakeholders, such as national and regional structures.
- Share reports with stakeholders for monitoring and evaluation purpose.
- Collaborate with external SGBV&F and LGBTI+ organisations for additional support.

- Work in collaboration with media houses and media content producers for sensitive reporting and content creation.

STRATEGIC PILLARS

<mark>Refer to Annexures A-F.</mark>

Environmental scanning

SWOT Analysis

Strengths	Opportunities
N/A	• Having a dedicated office to coordinate and guide gender equity issues within the University. • Working in collaboration with external stakeholders to implement and achieve the mandate. • Becoming a leading Centre in addressing sexual gender-based violence & femicide (SGBV&F) and gender equity issues.
Weaknesses	**Threats**
• Not basing implementation on the proposed gender equity strategy. • Duplication of programmes among divisions. • Reports not being consolidated at a central place.	• Lack of funds to efficiently implement the mandate of the Gender Equity Office. • Not having a comprehensive policy to address SGBV&F and inclusion issues within the University. • Lack of support from institutional leadership and accountability.

Monitor and evaluation

Monitoring and evaluation (M&E) are critical processes to implement, thus the model to be utilised to monitor and evaluate the Gender Equity Strategy is the Theory of Change (TOC) framework. The Gender Equity Strategy M&E process will take place every second year of its update.

M&E process

| Obejectives | UJ Inputs | OutputS/Outcomes | Impact |

CONCLUSION

In conclusion, the Gender Equity Strategy remains an important framework that will be utilised to guide the University regarding how it should comprehensively address issues of gender equality and equity. It requires all stakeholders to come together and play a crucial role in addressing all elements outlined within the Strategy, with the aim that all issues are attended to as a comprehensive response to gender equity issues.

ANNEXURE A: UJ GENDER EQUITY STRATEGY (GENDER EQUALITY AND EQUITY)

Reference: UJ SGBV&F pillar: South African national policy framework for women`s empowerment and gender equality and SDG 2030.

GOALS:

Achieve equality for women as participants, decision-makers and beneficiaries in the political, civil, social, economic and cultural spheres of life;

Transform all national, provincial and local institutions by mainstreaming and integrating issues of women's empowerment and gender equality into their work. These include institutions of government, independent statutory organisations, the private sector, the public sector, the labour movement and organs of civil society.

ACTIVITIES:

-Women`s leadership development;

-Support, academic and managerial promotions;

-Address gender pay gap.

ACTIVITES:

-Social, economic and academic development;

-Access to Sexual and Reproductive Health and Rights (SRHR) services;

-Support for staff and student mothers.
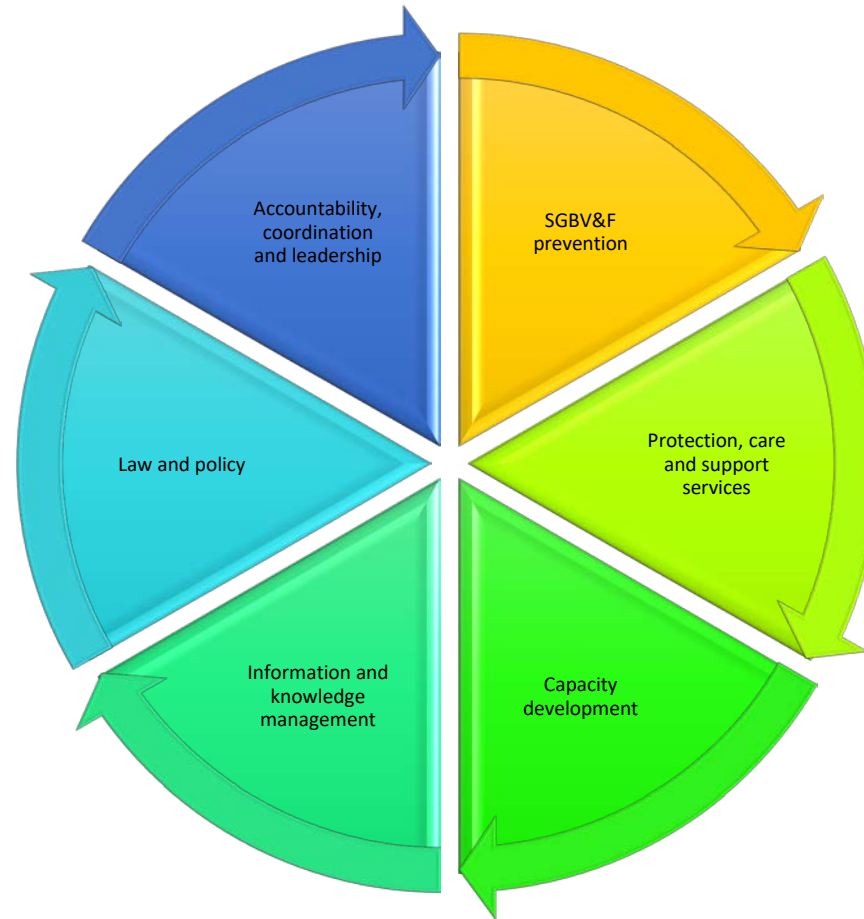
GOAL	• Achieve equality for women as participants, decision-makers and beneficiaries in the political, civil, social, economic and cultural spheres of life; • Transform all national, provincial and local institutions by mainstreaming and integrating issues of women's empowerment and gender equality into their work. These include institutions of government, independent statutory organisations, the private sector, the public sector, the labour movement and organs of civil society
Executing departments	**University of Johannesburg**

Objective/s	Activities	UJ Inputs	UJ Outputs/outcomes	Impact
Promote South Africa's constitutional sub-regional, regional and international commitments to women's empowerment, gender equality, women's human rights and social justice; Transform the institutions, laws, policies, procedures, consultative processes, budgetary allocations and priorities of government to take account of the needs and aspirations of all women, and particularly those who were most	• Women`s leadership development	• Continue implementing the UJ women`s leadership development programme for both staff (junior & senior/low category/supervisors/managers) and students. • Initiate a leadership mentoring programme.	• Implement plans of action accordingly. • Outline clear gender planning programmes. • Retain young women to complete their studies. • Increase and retain women in leadership positions.	• End disparities between women, men and people with a diverse sexual orientation within various positions. • Create an environment which promotes gender equality and equity.
	• Support, academic and managerial promotions	• Reduce disparities between women, men and people with a diverse sexual orientation within various positions. • Continue implementing the Accelerated Academic Mentoring programme (AAMP). • Support and mentor female staff members in preparation for promotions on various levels. • Recruit and promote as per guidelines from the Employment Equity Act and affirmative action measures.		
	• Address gender pay gap	• Continue to address wage gap between various peromnes		

disadvantaged by the previous dispensation; Ensure that all statutory, government, public and private institutions develop policies, structures and practices which address women's empowerment and redress gender inequality in their transformation goals; Co-ordinate the implementation of gender equality policies, monitor and evaluate their impact and effectiveness; - set appropriate priorities, targets, time frames and performance indicators; Raise awareness about gender issues and advocate for gender sensitivity and gender equality.		levels specifically where women are rated.		
	• Social, economic and academic development	• Design and implement leadership programmes which unpack social, economic and academic empowerment. • Expose individuals to various internships and employment opportunities within the university and beyond. • Provide business networking opportunities. • Implement a mentorship programme amongst women in leadership, academia, technology and the business sector. • Implement programmes which advocate for gender equality and equity.		
	• Support for staff and student mothers	• Initiate a child care facility • Address the residence policy which seek to discriminate expecting female students.		
	• Access to Sexual and Reproductive Health and Rights (SRHR) services	• Implement youth friendly and inclusive SRHR services within the university. • Avail various preventative and reproductive health tool/methods to support women.		
Indicators & evidence	-Implement institutional gender action plans accordingly. -Inclusion of gender equality principles in vision and mission statements as well as in their strategic plans and goals. -Development of policies and programmes that address gender issues.			

| | -Ability to respond to the needs of both women and men within their respective sectors.
-Clear monitoring and evaluation frameworks in place. |

ANNEXURE B: UJ GENDER EQUITY STRATEGY (SGBV&F SECTION) SEXUAL GENDER BASED VIOLENCE AND FEMICIDE

Reference: UJ SGBV&F pillar: goals adopted from the Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018-2030, draft SGBV 2020-2030 NSP.

GOAL	SEXUAL GENDER BASED VIOLENCE AND FEMICIDE PREVENTION			
Executing departments	University of Johannesburg			
Objective/s	**Activities**	**UJ Inputs**	**UJ Outputs/outcomes**	**Impact**
To promote prevention and early identification of sexual gender based violence through increased understanding of gender based violence and addressing associated social, cultural and/or traditional, religious, political and economic factors.	• Raise evidence-based awareness against GBV, including trafficking of persons, to promote social and behavioural change towards GBV zero tolerance. This should be targeted and include innovative communication approaches.	• Implement SGBV&F awareness campaigns throughout the university. • Execute awareness campaigns which seeks to promote social and behavioral change towards SGBV&F. • Utilize innovative marketing and communication strategies tools such as digital content.	• Institutional commitment and participation in addressing SGBV&F. • Increase in SGBV&F sensitization and decrease in human rights violation. • Improved social and economic opportunities. • Men and women collaborating to end SGVB&F.	• Decrease in new SGBV&F incidents. • Social and economic empowered and liberated women. • Social behavioral change amongst men.
	• Mobilize communities and institutions to lead and support transformative interventions that address social, cultural and religious norms, attitudes and behaviours that	• Implement a gender agenda framework for all faculties and support divisions. • Establish operational transformation committees per faculties and support divisions.		

	condone gender stereotypes and perpetuate GBV.			
	• Engage men and boys in finding innovative non-traditional sustainable solutions for prevention of GBV.	• Implement a boys and men`s forum which will addresses issues of masculinity and cultural drivers at hand. • Encourage men to be at the center of addressing SGBV&F within the university.		
	• Promote respect and enjoyment of human rights by girls, women and people with a diverse sexual orientation.	• Create inclusive and safe zones within the university. • Implement campaigns and programmes empower and liberate individuals.		
	• Facilitate economic and social empowerment of women and girls, including through business training and provision of micro financing.	• Design and implement leadership programmes which unpack economic and social empowerment. • Expose individuals to various internships and employment opportunities within		

	the university and beyond. • Provide business networking opportunities. • Implement a mentorship programme amongst women in leadership, technology and the business sector
Indicators & evidence	- Evidence of legislative provisions outlawing negative traditional, social, economic and political practices which promote all forms of GBV. - Evidence of sustained awareness campaigns. - Decrease in rape, sexual assault and sexual harassment incidents. - Increase in social and economic opportunities availed to women.

GOAL	PROTECTION, CARE AND SUPPORT			
Executing departments	**University of Johannesburg**			
Objective/s	**Activities**	**UJ Inputs**	**UJ Outputs/outcomes**	**Impact**
To strengthen delivery of effective, accessible and responsive protection, care and support services to those affected by sexual gender based violence and femicide.	• Expand and strengthen, depending on gaps, provision of the health, justice, legal and psychosocial support services sectors/divisions for an effective,	• Implement a comprehensive case management system. • Strengthen psychosocial and counselling services geared towards supporting	• Setting up a one-stop wellness Centre. • Utilization of rape, sexual assault and sexual harassment policy when dealing with cases.	• Improved survivors and victim`s well-being. • Minimize multiple referrals as subjected to survivors and victims.

	efficient and human-rights based approach to SGBV&F mitigation, including provision of special services to provide dedicated and responsive needs-driven services to survivors of SGBV&F.	survivors and victims. • Establish collaborations with external stakeholders (Thuthuzela Centers, Hillbrow Forensic Clinic, Netcare, etc.)	• Increase medical and psychosocial support provided to survivors or victims. • Avail optional services which be accessed by clients.	• Protected human rights • Eradicate issues related to alleged offenders reoffending.
	• Establish or strengthen a well-coordinated and integrated multi-agency/sectoral response to SGBV&F, including setting up of referral networks and collaboration with external service providers.	• Design and implement a central reporting and responsive system. • Implement a comprehensive case management system. • Strengthen psychosocial services geared towards supporting survivors and victims. • Establish collaborations with external stakeholders (Thuthuzela Centers, Hillbrow		

		Forensic Clinic, Netcare, etc.)		
	• Ensure legal, institutional reform, harmonization and strengthen enforcement through regulations, for improved awareness and access to justice for victims and survivors of SGBV&F.	• Implement a comprehensive institutional rape, sexual assault and sexual harassment policy. • Collaborate with the South African justice systems (SAPS, NPA, etc.)		
	• Establish or strength community-based safe shelters and outreach services for the protection of survivors of SGBV&f.	• Establish a one-stop wellness Centre which supports survivors and victims. • Collaborate with external SGBV&F shelters to provide clients with options.		
	• Support rehabilitation of SGBV&F alleged perpetrators and re-integration in the community to reduce repeat offenses.	• Implement a rehabilitation and educational programme for alleged offenders.		
Indicators & evidence	- Executing a comprehensive reporting and case management system			

	- Evidence of overall support for survivors or victims. - Implementation of the wellness Centre. - Collaboration with external SGBV&F wellness and support Centres - Evidence of comprehensive laws/policies to address all forms of Gender Based Violence.

GOAL	CAPACITY DEVELOPMENT			
Executing departments	**University of Johannesburg**			
Objective/s	**Activities**	**UJ Inputs**	**UJ Outputs/outcomes**	**Impact**
To strengthen regional and national capacity to efficiently and effectively respond to sexual gender based violence and femicide.	• Provide standardized and comprehensive pre-service and in-service training on SGBV&F, its causes, consequences, and effective management for all relevant professionals across sectors and jurisdictions that respond to SGBV&F	• Design and execute standardized training workshops for health and wellness practitioners, safety and security personnel, key individuals at both support and academic divisions. • Implement training workshops for student leadership and peer educators. • Execute training workshops for supervisors.	• Increased knowledge and sensitization on SGBV&F issues. • Decrease in human rights violation and secondary victimization. • Empowered professionals able to respond to SGBV&F issues. • Be caring and empathetic to survivors and victims.	• Empowered and knowledgeable community. • Improved well-being of survivors and victims. • Protected human rights.

	• Build the capacity within communities to develop non-formal responses to victims/survivors of SGBV&F aligned with the principles and processes of an integrated system.	• Design and share the SGBV&F information booklets. • Share reporting and case management process on various avenues. • Utilize various platforms to implement SGBV&F awareness campaigns.		
	• Conduct standardized and comprehensive training of violence against women and girls for leadership, support service divisions, academic divisions and Protection Services, including external service providers.	• Design and execute standardized training workshops for health and wellness practitioners, safety and security personnel, key individuals at both support, academic divisions and external services providers. • Implement training workshops for student leadership and peer educators.		

		• Execute training workshops for supervisors.		
	• Build the capacity for effective research, monitoring and evaluation of SGBV&F programs and services to support generation of evidence to inform decisions.	• Design and implement an online gender equity/SGBV&F SLP. • Incorporate SGBV&F content to the university teaching and learning/curriculum, and/or second curriculum. • Establish a research gender and equity pillar and support research in executing and publishing. • Utilize the theory of change monitoring and evaluation tools.		
Indicators & evidence	-Number of training workshops executed. -Number of GBV service providers trained by sector category and sex/gender in the provision of survivor friendly services. -Information booklets and pamphlets distributed. -Implementation of the gender equity/SGBV&F online SLP.			

GOAL	ACCOUNTABILITY, COORDINATION & LEADERSHIP			
Executing departments	University of Johannesburg			
Objective/s	**Activities**	**UJ Inputs**	**UJ Outputs/outcomes**	**Impact**
Firm leadership and strengthened accountability that responds to the GBVF crisis in a multi-sectoral, strategically and institutionally coherent and resourced way Harness ALL to respond to the GBVF crisis				
Indicators & evidence				

GOAL	LAW AND POLICY			
Executing departments	University of Johannesburg			
Objective/s	**Activities**	**UJ Inputs**	**UJ Outputs/outcomes**	**Impact**
Laws, policies and frameworks are enforced, implemented and adopted that align with addressing GBVF substantively at all levels				
Indicators & evidence				

ANNEXURE C: UJ GENDER EQUITY STRATEGY: DIVERSE SEXUAL ORIENTATION/ LESBIAN, GAY, BISEXUAL, TRANSGENDER, INTERSEX + (LGBTI+)

Reference: UJ LGBTI+ pillar: goals adopted from the 2017/22 South African LGBTI+ NSP

GOAL	EMPOWERMENT SERVICES			
Executing departments	**Gender Equity, Faculties, funding/scholarship office, HR and Student affairs**			
Objective/s	**Activities**	**UJ Inputs**	**UJ Outputs/outcomes**	**Impact**
To empower LGBTI populations through a peer-led programme that will strengthen community networks and LGBTI organisations to address the social and economic factors that restrict economic opportunities	• Strengthening community systems	• Implement inclusive polices. • Improve gender neutral restrooms to become inclusive restrooms.	• Create safe spaces for the staff and students through inclusive restrooms and inclusive policies. • Improved access to various opportunities such as scholarships and ready to work programmes.	• Empowered LGBTI+ community
	• Campaigns and outreach	• Create awareness campaigns within the university. • Execute information sessions on campus.		
	• Employment/economic empowerment	• Expose individuals to various internships and employment opportunities. • Provide business networking opportunities.		
	• Skills building	• Avail scholarships and funding to support deserving students, including students rejected by their families.		
Indicators & evidence	-Implementation of gender inclusive bathrooms. -Reviewing of university policies which become inclusive. -LGBTI+ community entering into the university space to pursue various qualifications. -LGBTI+ individuals being employable and promoted after training.			

GOAL	PSYCHOSOCIAL SERVICES			
Executing departments	**Gender Equity, PsyCaD, IOHA and Campus Health**			
Objective/s	**Activities**	**UJ Inputs**	**UJ Outputs/outcomes**	**Impact**
To reduce internalised and external stigma and discrimination against LGBTI and to offer or refer for counselling and harm reduction support.	• Addressing stigma and discrimination	• Create awareness campaigns within the university. • Provide sensitization training to UJ academic and support staff, including external support service personnel.	• Respond to the demand and supply in providing mental health and wellness services. • Increase collaboration with both internal and external which provide psychosocial services. • Increase uptake of psychosocial services and reduce self-harm.	• Improved well-being
	• Counselling support	• Avail mental health support services. • Reduce internalized homophobia. • Reduce depression, anxiety and suicidal thoughts • Provide health and wellness care & support.		
	• Address violence against the LGBTI+	• Provide sensitization training to officers of the law: SAPS, Protection Services		
Indicators & evidence	-Continuous collaboration amongst mental health and psychosocial stakeholders. -Availed psychosocial services to students and staff whenever needed. -Referring clients to specialist counselling and other related services (rehabilitation, clinics, etc.)			

GOAL	HUMAN RIGHTS SERVICES			
Executing departments	Gender Equity			
Objective/s	**Activities**	**UJ Inputs**	**UJ Outputs/outcomes**	**Impact**
To develop and implement effective mechanisms to deal with human rights abuses and violence from the public, police and health care providers; sensitisation of police and prosecuting authorities; and legal literacy and paralegal support to reduce violence against LGBTI.	• Supportive legislation and policies	• Address the residence placement polices. • Review the university application forms and data descripts around gender/sex. • Avail support for transgender individuals.	• Create safe spaces for the staff and students through inclusive policies. • Increased knowledge empowerment and sensitization training workshops for UJ community. • Increased legal and human rights literacy.	• Protected human rights
	• Sensitization of law enforcers, health care practitioners and UJ staff.	• Provide sensitization training workshops. • Ensure a multi-sectoral involvement. • Execute legal literacy under the advocacy agenda.		
Indicators & evidence	-Introduce and implement a diversity and inclusion policy. -Reviewing of university policies which become inclusive. -Execution of sensitization training workshops. -Availed support for the LGBTI+, specifically for intersex and transgender students and staff.			

GOAL	HEALTH SERVICES			
Executing departments	**IOHA and Campus Health**			
Objective/s	**Activities**	**UJ Inputs**	**UJ Outputs/outcomes**	**Impact**
To reduce HIV by 63%; TB by 30%; and increase detection of STIs by 70%, with comprehensive prevention; and To treat HIV, TB, and STIs among LGBTI people. Ensuring that all LGBTI have access to comprehensive health services.	• Implement health programmes	• Provide LGBTI+ sensitive and appropriate health & wellness services. • Ensure that all health providers are trained appropriately on LGBTI+ issues.	• Increased uptake of ART, PrEP and PEP • Compliance with treatment (ART, PEP). • Reduce exposure to HIV and STIs. • Respond to the demand and supply of barrier method (internal & external condoms, lubrication, dental dams etc.) • Increase demand and uptake of STI, SRHR and HTS services.	• Reduce acquisitions and transmission of HIV, TB and STIs. • Increased number of individuals on ART and PrEP. • Reeducation in incidence amongst the LGBTI+ community.
	• Address prevention	• Create social mobilization prevention strategies. • Execute related campaigns. • Avail various barrier method.		
	• Avail treatment	• Avail PEP, PrEP, ARVs and STIs medication.		
	• Implement HIV Testing Services (HTS)	• Execute inclusive and friendly HTS throughout the year.		
Indicators & evidence	-New clients enrolled on ART and PrEP. -Viral suppression on ART. -Execution of HTS and available STI and SRHR services. -Barrier method distribution.			

ANNEXURE D: UJ GENDER EQUITY STRATEGY: INFORMATION AND KNOWLEDGE MANAGEMENT (RESEARCH, MONITORING AND EVALUATION (M&E)

Reference: goals adopted from the 2017/22 South African LGBTI+ NSP; Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018-2030 and South African national policy framework for women`s empowerment and gender equality; *Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018-2030, draft SGBV 2020-2030 NSP.*

GOAL	INFORMATION AND KNOWLEDGE MANAGEMENT (Research, Monitoring and Evaluation)			
Executing departments	University of Johannesburg			
Objective/s	**Activities**	**UJ Inputs**	**Outputs/outcomes**	**Impact**
To improve information and knowledge management, sharing of best practices and innovation [Gender Equity: SGBV&F, LGBTI+] on for evidence-based policy and service planning and implementation.	• Conduct multidisciplinary research and analyses on the structural and underlying causes of SGBV&F, the cost and risk factors for SGBV&F, and the types and prevalence, including integration of SGBV&F into relevant national surveys and statistical analysis.	• Execute institutional research to inform practices and programme implementation. • Collaborate with faculties and external stakeholders in conducting and publishing research papers.	• Inform and guide programme implementation. • Share accurate data with partners and relevant stakeholders. • Produce knowledgeable and informed graduates with regards to the [Gender Equity: SGBV&F, LGBTI+] content	• Implementing programmes in line with evidence based research outcomes. • Contribution to the [Gender Equity: SGBV&F, LGBT] body of knowledge. • UJ graduates to contribute positively towards the global gender agenda.
	• Develop national monitoring and	• Utilize the theory of change monitoring		

	evaluation mechanisms to assess implementation of policies and programmes on [Gender Equity: SGBV&F, LGBTI+]	and evaluation tools.		
	• Disseminate reliable and comparable [Gender Equity: SGBV&F, LGBTI+] data and statistics on a regular basis to different stakeholders, including the community.	• Consolidate institutional SGBV&F and gender equity statistics/data for reporting purposes.		
	• Promote sharing of experiences and best/good and innovative practices through different platforms.	• Host annual research and practices based colloquiums and conferences. • Publish accurate data on accredited journals. • Participate in national and international conferences.		
	• Periodic reporting on key regional and international agreements.	• Monitor, evaluate and report institutional contributions		

		towards regional and international frameworks (SDG, SGBVF 2020-2030 NSP, etc.)		
	• Teaching and learning/second curriculum	• Design and implement an online gender equity/SGBV&F SLP. • Incorporate SGBV&F content to the university teaching and learning/curriculum, and/or second curriculum.		
Indicators & evidence	- Number of research publications per year. - Hosting institutional colloquiums or conferences. - Administrative data from key service providers compiled and analyzed and disaggregated by sex, age and other relevant characteristics. - Independent research on emerging issues related to GBV, in collaboration with research institutions and development partners. - Institutional reposts submitted to regional and national associations (CGE, DHET, etc.). - monitor and evaluate programme according to the tools put in place (theory of change).		

ANNEXURE E: UJ GENDER EQUITY STRATEGY (MARKETING AND COMMUNICATION)

Reference: goals adopted from the 2017/22 South African LGBTI+ NSP, Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018-2030.

GOAL	MARKETING AND COMMUNICATION			
Executing departments				
Objective/s	**Activities**	**UJ Inputs**	**UJ Outputs/outcomes**	**Impact**
Market the [Gender Equity: SGBV&F, LGBTI+] programme to staff and students with the intention that people utilise various services. Utilize the 4 Ps of marketing to enhance the programme`s objectives.	• Design and implement a marketing strategy appealing to all clientele	• Design marketing campaigns for various clientele, through the use of traditional to digital content production.	• Increase service uptake and utilization of resources to support the community. • Increase knowledge regarding the programme and both internal and external services.	• Increased awareness with regards to the gender equity programmes and service providers.
	• Implement marketing and communication projects on social media.	• Utilise various UJ social media pages and Applications to market the programme. • Execute marketing projects together with UJ FM and UJ Marketing division		
Indicators & evidence	-Creation of new and relevant marketing content. -Increased service uptake from staff and students. -increase in knowledge awareness regarding the programme and gender equity office.			

ANNEXURE F: UJ GENDER EQUITY STRATEGY (PARTNERSHIP AND COLLABORATION)

Reference: Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018-2030

GOAL	PARTNERSHIP AND COLLABORATION			
Executing departments				
Objective/s	**Activities**	**UJ Inputs**	**UJ Outputs/outcomes**	**Impact**
To ensure efficient and effective management, coordination and partnerships building for the regional and national [Gender Equity: SGBV&F, LGBTI+] response.	• Establish effective coordination mechanisms among key [Gender Equity: SGBV&F, LGBTI+] stakeholders for prevention and service delivery at national & community levels *(government, civil society, researchers, development partners)*, for leveraging of resources, including for reporting, monitoring and information sharing purposes.	• Collaborate with external stakeholders such as national and regional structures. • Share reports with stakeholders for monitoring and evaluation purpose.	• Strong networks to support survivors and victims. • Avail support options to clients when the need arise.	• Contribute positively towards the universal gender agenda.

	• Establish partnerships with the private sector, donors and development partners to enhance support for prevention and response to [Gender Equity: SGBV&F, LGBTI+], including resource mobilization.	• Collaborate with external SGBV&F and LGBTI+ organizations for additional support.		
	• Establish partnerships with media to inform sensitive reporting on [Gender Equity: SGBV&F, LGBTI+] and dissemination of prevention messages.	• Work in collaboration with media houses and media content producers for sensitive reporting and content creation.		
Indicators & evidence	- Collaboration with international, national and regional stakeholders. - Existence of institutional plans of action to address gender equity issues.			

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