

GENDER EQUALITY IN THE PROVISION AND UTILISATION OF WOMEN ADMINISTRATIVE PERSONNEL: A COMPARATIVE STUDY OF THE CAMDEBOO LOCAL MUNICIPALITY AND INXUBA YETHEMBA LOCAL MUNICIPALITY.

MHLOBO DOUGLAS DYWILI

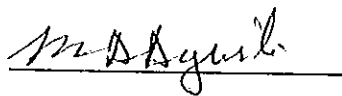
DISSERTATION SUBMITTED IN FULL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE: D OF ADMINISTRATION: PUBLIC ADMIN IN THE FACULTY OF MANAGEMENT AND COMMERCE AT THE UNIVERSITY OF FORT HARE

SUPERVISOR: PROFESSOR: E.IJEOMA

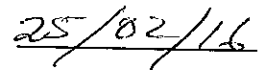
DATE SUBMITTED: 29 FEBRUARY 2016

DECLARATION

I DECLARE HEREBY THAT THE DISSERTATION ENTITLED *GENDER EQUALITY IN THE PROVISION AND UTILISATION OF WOMEN ADMINISTRATIVE PERSONNEL: A COMPARATIVE STUDY OF THE CAMDEBOO LOCAL MUNICIPALITY AND INXUBA YETHEMBA LOCAL MUNICIPALITY*, IS MY OWN WORK AND HAS NOT BEEN SUBMITTED FOR A DEGREE AT ANOTHER UNIVERSITY.

A handwritten signature in cursive script, appearing to read 'M. D. S. G. L.', written over a horizontal line.

SIGNATURE

A handwritten date '25/02/16' written in cursive script over a horizontal line.

DATE

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SIGNATURE

DATE

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SUMMARY

GENDER EQUALITY IN THE PROVISION AND UTILISATION OF WOMEN ADMINISTRATIVE PERSONNEL: A COMPARATIVE STUDY OF THE CAMDEBOO LOCAL MUNICIPALITY AND INXUBA YETHEMBA LOCAL MUNICIPALITY.

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In 2000, cabinet adopted the South African Policy framework for women's empowerment and gender equality, 2000 (Policy framework) which provided for the establishment of the National Gender Machinery (NGM). The NGM is a network of coordinated structures within and outside government which operate cooperatively in facilitating political, social, economic and other forms of transformation to dismantle systemic gender inequality and promote equality between women and men.

The implementation of gender equality policy as a function area has constitutionally been given to the national and provincial legislatures in South Africa. The constitution allocated this function to the local sphere of government. Camdeboo and Inxuba Yethemba local municipal authorities are the facilitators of sustainable gender equality policies to citizens on behalf of the national and provincial spheres of government. The study was thus conducted within the Camdeboo local municipality and Inxuba Yethemba local municipality. Camdeboo local municipality is one of nine local municipalities in Sarah Baartman district municipality. Inxuba Yethemba local municipality is in Chris Hani district municipality.

The purpose of the study was to evaluate the implementation of gender equality in the Provision and Utilisation of Women administration Personnel a comparative study of the Camdeboo local municipality and the Inxuba Yethemba local municipality and to determine the impact of the existing policy on the gender equality policy on the needs of women of both municipalities. For this purpose the fundamental and overall study problem was found to be that the gender equality at the Camdeboo and Inxuba Yethemba is hampered by the implementation of an inadequate municipality gender equality policy and by incompetent municipal personnel in particular and in general by the municipality itself. These actions do not satisfy the main purpose of the Employment Equity Act no 55 of 1998 to achieve in the workplace by promoting equal opportunity and fair treatment in all forms of employment through elimination of unfair discrimination as well as the implementation of affirmative action measures.

The hypothesis was furthermore based on the fact that the existing gender policy of Camdeboo local municipality and Inxuba Yethemba local municipality gender equality policy are inadequate to satisfy women and impacts negatively if not harmfully on human being of women.

The study revealed that besides the implementation of gender equality policy by these incompetent municipal personnel, there are economic, social, political and physical effects on women. In case of applications for senior management position, preference is always given to their male counterparts at the expense of equally qualified female applications.

Secondly, Gender equality in human resource determination forms part of the processing phase in the system theory. These two municipalities should be made to commit themselves by appending their signatures to all control measures put in place to evaluate the level and the extent of gender equality across all the departments/ sections in the municipality. Any section/ department that implements gender equality more effectively should be identified applauded and given recognition. This would motivate and eliminate gender inequality.

Personnel provision and utilization is of paramount importance to every organization. It then becomes extremely necessary to examine the gender equality on human resource determination.

KEYWORDS

ADMINISTRATION

ANALYSIS

COMPARATIVE

COMPARATIVE PUBLIC ADMINISTRATION

COMPARATIVE STUDY

COMPARATIVE ANALYSIS

COMMON DENOMINATOR

ADMINISTRATION PERSONNEL

PERSONNEL PROVISION

PERSONNEL UTILIZATION

CHAPTER ONE

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- 1.2 Background for the Study.
- 1.3 Statement of the Problem.
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- 1.5 Research Questions.
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1.1 Introduction

South Africa has committed to the promotion of gender equality through various legislative and policy initiatives, and is a signatory to various international and regional instruments. Notwithstanding the general strides achieved in the public sector, there are concerns with regard to the slow rate at which women are occupying posts in the higher echelons of local government (Penceliah, 2011:868) The *Millennium Development Goals*, signed by South Africa at a United Nations Millennium Summit in 2000, declared that gender equality was critical in creating an equal society. The problem of gender inequality

and discrimination in the work environment is thus directly linked to the provision and utilization of women personnel. However, the problem does not only involve, affect or disadvantage women. Gender inequality and discrimination is also applicable to men in the social society and work environment. (Sears, *et al.*, 1991:431) The fundamental problem to be investigated in this study may be stated as follows:

After the advent of democracy in South Africa, the various municipal governments had taken tremendous strides to address the issue of gender inequality in the workplace because gender is a major source of social inequality. However, gender inequality is still rife in the provision and utilisation of woman administrative personnel in the Camdeboo and the InxubaYethemba local municipalities. (Popenoe, 1995: 295, Van der Westhuizen, 1991:551 and Carrell, *et al.*, 1989:310).

The Camdeboo Local Municipality and Inxuba Yethemba Local **Municipalities** in the Province of the Eastern Cape may be experiencing similar problems in achieving gender equality targets in the provision and utilisation of women administrative personnel. The research would investigate whether or not such a situation exists in the above municipalities, the causes thereof and how the issue may be eradicated or addressed.

1.2 Background for the Study.

In South Africa race, gender, and class have traditionally been important factors that will influence or determine access to resources and opportunities (*Millennium Development Goals: Country Report* 2010: 12-14). Resources are directed at those individuals and groups that have the power to influence political processes in the community. (Burns, and Stalker, 1961: 142).

Despite considerable progress made regarding the legal status of women and gender equality being entrenched in the *Bill of Rights* of the *Constitution of the Republic of South Africa*, 1966, as amended, South African women and men do not enjoy equal rights in practice. Patriarchy is still entrenched amongst all ethnic groups. Under-representation of women in decision-making structures and violence against women, *inter alia*, shows that structural gender inequalities remain firmly embedded in contemporary South African society. Unequal gender relations within the ambits of race, class, disability, religion and geographic location further complicate the situation (*Millennium Development Goals: Country Report*, 2010: 14-18). Also, access to education became a major contributing factor to gender inequality as far as employment was concerned in the past. Girls were not given equal opportunities as their male counterparts to attend formal education. Young girls were given in marriage for parents to receive dowry (*lobola*) at early stages to produce children, to remain at home

and were consigned to the kitchen. Young men became more educated than their female counterparts and this meant that men became readily employable than women at the workplace.

Gender equality had after the advent of democracy in 1994 been addressed although it still persists in local municipalities. The *City Press* of 10 November 2013, in a column under Business Section, on page 12, writes – “Gender equity target: 50%” as its headline. It further stated that a new Bill takes a soft approach to seek out detailed targets to achieve greater female representation on all South Africa’s decision-making structures. A new bill that seeks fifty percent representation of women in all decision-making processes and structures will triumph targets set by any other empowerment legislation or policy, says the Department for Women, Children and People with Disabilities. “All legislation with a target on women that is below fifty percent must be aligned to this legislation” says Mikateko Maluleke, special advisor to the then Minister, Lulu Xingwana. (Draft results Frame work on Gender equality, 2007:28 This shows the government’s determination, efforts and seriousness about gender equality. Despite all these achievements, South Africans still experience gender inequality problems at the workplace, especially in the local municipalities. Reports from the general public and the media clearly indicate that women are mostly excluded in the workforce within the construction industry in the local municipalities. Men feel that women are not strong enough to do construction work.

1.3 Statement of the Problem.

The problem of gender inequality is explained as follows by Penceliah (2011: 868): “South Africa has committed to the promotion of gender equality through various pieces of legislation and policy initiatives, and is a signatory to various international and regional instruments. Notwithstanding the general strides achieved in the public sector, there are concerns with regard to the slow rate at which women are occupying positions in the higher echelons of local government”. The *Millennium Development Goals*, signed by South Africa at a United Nations Millennium Summit in 2000, declared that gender equality was critical in creating an equal society.

The problem of gender inequality and discrimination in the work environment is thus directly linked to the provision and utilisation of women personnel. However, the problem does not only involve and disadvantage women. Gender inequality and discrimination is also applicable to men in the social and work environment.

The fundamental problem to be investigated in this study may be stated as follows: After advent of democracy in South Africa, the various municipal governments took tremendous strides to address the phenomenon or anomaly of gender inequality in the workplace.

However, gender inequality is still rife in the provision and utilisation of women administrative personnel in Camdeboo and InxubaYethemba local municipalities. The Camdeboo Local Municipality and Inxuba Yethemba Local Municipality in the Province of the Eastern Cape may be experiencing similar problems in achieving gender equality in the provision and utilization of women administrative personnel. The research would investigate whether or not such a situation is prevalent in the above municipalities, the causes thereof, and how the challenge may be eradicated or addressed, or disabled.

1.4 Research Objectives

To evaluate gender equality in the provision and utilisation of women administrative personnel, the following four objectives have been set for the study: **To Determine and evaluate the current situation of gender inequality in personnel provision and utilisation of women at the Camdeboo and the Inxuba Yethemba local municipalities. To make a comparative analysis of gender equality in the provision and utilisation of women administrative personnel at the Camdeboo and Inxuba Yethemba local municipalities. To Determine and evaluate possible causes for gender inequality and under-utilisation of women in the municipal work environment. To Determine to what extent the ineffective implementation of gender equality policy in municipal personnel provision and utilisation will influence the competence, dedication, motivation and retention of women personnel.**

1.5 Research Questions.

Referring to the statement, fundamental questions emerge which would have to be dealt with in the study. These questions would be clarified under the following sub-headings.

1.5.1 Primary research question

The primary research question that will be investigated in this study will be: What are the nature and main causes of gender inequality in the provision and utilisation of women administrative personnel and how can the prevalent gender inequality problem be solved in the Camdeboo and the Inxuba Yethemba local municipalities?

1.5.2 Sub-problem questions

Specific sub-problem questions will also be discussed in the study. What are the current challenges being experienced in the promotion of gender equality in the Camdeboo and Inxuba Yethemba local municipalities? What possible solutions can be designed to resolve such challenges? What is the impact of gender inequality on personnel provision and

utilisation of women administrative personnel in the two selected municipalities? What is the result of a comparative analysis of gender equality in personnel provision and utilisation in the Camdeboo and Inxuba Yethemba local municipalities?

1.6 Significance of the Study.

There are various reasons for choosing to conduct this particular study. Amongst them are the following: women are marginalized and underutilised in the working environment at some municipalities in the Province of the Eastern Cape. Women are not given equal opportunities as their male counterparts to work to their full potential. (*Draft Results Framework on Gender Equality*, 2007:25). Statistics show that fifty-four percent of women are educated as compared to their male counterparts- but this is not reflected in the employment profile of women personnel in managerial positions in the municipality. (Statistics South Africa, 2010:31).

It has become critical to investigate gender equality in a rapidly changing socio-economic environment of the Eastern Cape which is the second biggest, poorest province in South Africa (Statistics *South Africa*, 2010:18). To follow the rationale to the study is the problem statement which reveals the main problems associated with the municipality as far as gender equality in the provision and utilisation of women personnel is concerned.

This research will serve as a basis for further investigation in the municipal management and administration sphere of governance. The outcome of the research would seek to remove or demystify perceptions among residents of these local municipalities that the administrative and middle management personnel are male-dominated. Secondly, it would help to enforce and support the full integration of gender issues into local development plans, micro and macro-economic frameworks from the diagnostics sections to the implementation, monitoring and evaluation levels to ensure that gender is budgeted for and also that there is accountability for results or oversight. Thirdly, the outcomes of the study would enhance the capacity of the municipalities concerned to collect, monitor and utilize gender disaggregated data on development outcomes that can be used as the basis for designing and targeting new programmes to build a knowledge base on successful gender equality initiatives. In addition to the above, the results of the study would provide a data-base which would be a source of information to the marginalized women to come together to undertake initiatives such as the establishment of joint ventures to develop themselves to their full potential.

1.7 Literature Review.

Scientific research is a systematic, controlled, empirical, and critical investigation of phenomena. Guided by theory and hypothesis about the presumed relation among such phenomena (Kerlinger 1986:10). Two main components can be identified in scientific research, namely a theory construction component and a theory testing component. The latter component is known as the empirical study and ought to use a scientific approach, i.e. to describe, explain, apply, and deduce (Meiring, 1987:2). A literature review is based “..... Solidly in secondary literature “that has been previously published (Hofstee, 2006 : 91) Walsh 1967 :45 write for example that “..... all branches of knowledge which deserve their names depend on the same basic procedures of observation, conceptual reflection and verification”.

(Rein, 1983 : 236) writes for example that it is meaningless to collect data and let it structure itself into a coherent whole, without a basis for reasoning and frame of reference to guide and evaluate such a data. There are no facts independent of the theory that organised them. The literature review for this study will be described and explained under the following three frameworks:

1.7.1 Theoretical Framework and Base for Gender Equality in Public Administration.

A “theory” is a set of interrelated constructs, concepts, definitions and procedures that present a systematic view of phenomena by specifying relations among variables, with the purpose of explaining and predicting the phenomena (Kerlinger, 1966: 11). A “framework” is a set of principles or rules which when applied have an effect on society. A framework refers to an “essential supporting structure” according to the *Oxford Advanced Learner’s Dictionary*, 1998: 468) “Gender equality” involves a fair and equitable distribution of available resources among males and females such that no one or group is disadvantaged in any way. Equity is measured by comparing the ratios of contributions and benefits of each person within the relationship e.g. at the workplace, this relationship refers to the employees who are working to fulfil their daily tasks as prescribed to them by their employers. (*Oxford Advanced Learner’s Dictionary*, 1998:468 and 1237). Specific applicable theories, to base gender equality in Public administration, will be investigated to determine its relevance and suitability. These theories can be discussed as follows:

1.7.2 Utilitarian theory

The utilitarian theory could be considered because it is the goal of any political government to promote the general welfare of citizens and all interactions and relationships between municipal role-players should strive to ensure the greatest happiness

for the greatest number of citizens. The interest of the community and the promotion of the general welfare is the ultimate goal of any government. Bentham (1823:23)* writes that “(t)he interests of the community is the sum of the interests of the several members who compose it.” This statement is based on Utilitarian theory developed by Jeremy Bentham, John Stuart Mill and other liberal thinkers which seeks to maximize pleasure and to minimize pain. (Rodee, *et.al.*, 1976: 105).

What policy makers thus do”... and what they call ‘good’ is necessarily a function of their calculations derived from the pleasure-pain principle.” (Rodee, *et. al.*, 1976: 105) The aim is thus to maximize pleasure and to minimize pain and this became known as the greatest happiness for the greatest number of people. (Harris, 1979: 213 and Urmson, 1985:44). Bentham (1823:676) also write that to obtain the principle of the greatest happiness to the greatest number”... a standard of value is required and that can be supplied only by the principle of utility. The basis of government is human need and the satisfaction of human needs is its sole justification. Bentham, (1823:677) writes that” the two masters, pain and pleasure ought to point out what people ought to do, as well as to determine what people shall do. However, (Rodee, *et al.*, (1967:197) writes that”... happiness is identical with morality and virtue, and that all religious and moral standards are worthless unless they make almost everybody happy.” Lipson, (1965:238) agrees when he writes that “Bentham’s formula fails to be scientific as one would wish, because it is impossible to measure quantity of happiness.”

In consequence, Bentham’s theory can be linked to Maslow’s hierarchy of needs, which represents a pyramid with various stages. (Hellriegel, *et. al.*, 1999:465 and Morris,1988: 437) Bentham’s theory can also be linked to the expectancy- value- theory. The latter theory can be discussed as follows:

1.7.3 Expectancy-value-theory

This theory was originally created in order to explain and predict individuals’ attitudes towards objects and actions. Primarily, the theory attempts to determine the mental calculations that take place in attitude development. The primary work typically cited by scholars referring to Expectancy-Value Theory is Martin Fishbein and Icek Ajzen’s book called *Belief, Attitude, Intention and Behaviour* (1975). Expectancy Value theory has three basic components. Firstly, individuals respond to novel information about an item or action by developing a belief about the item or belief. If a belief already exists, it can and most likely is modified by new information. Secondly, individuals assign a value to each attribute that a belief is based on. Thirdly, an expectation is created or modified, based on the result of a calculation based on beliefs and values.

This theory assumes that people adopt a position based on a thoughtful assessment of its advantages and disadvantages, that is, on the basis of the values of the possible effects. Sears, *et al.*, (1991:147), write that “(p)eople adopt positions that would lead to the most probable good effects, and reject positions that are most likely to lead to bad effects.” Sears, *et al.*, (1991:147) then also refer to the utility of the outcomes, which is firstly the product of the values of a particular outcome and secondly, the expectancy that such position will produce. This could lead to the descriptive question: What do women expect in the work situation and in personnel provision and utilisation? (Sears, *et al.*, 1991:147-148) However, to be more specific and to bring this discussion in line with the title of the research, attention should be focused on the impetus for contemporary feminist theory and answer the deceptively simple question “And what about the women ...where are the women in any situation being investigated.?” (Sears, *et al.*, 1991:400) This question is the impetus for contemporary feminist theory which can be described and explained as follows.

1.7.4 Specific feminist theories

The active participation of women in all sectors of the economy is nothing new. At the same time, however, continuing discrimination in the labour market is found on grounds of race, sex, disability, culture or other arbitrary factors. (Sisson, 1994:253, and Carrell, *et al.*, 1989:310). Although progress is being made gender discrimination continues to occur. (Carrell, *et al.*, 1995:28). Although, not a minority group in society, women traditionally have received minority-like treatment in the labour market. In recent years there has been an increasing awareness that development has had a differential impact on the relations between men and women, and usually to the detriment of women. (De Beer and Swanepoel, 2000:52).

It is thus essential to note that the typology of feminist theory can be based on two questions, namely a descriptive question: *What about the women?*, and an explanatory question: *Why is this as it is?* Ritzer (1988: 410) provided the following overview of the varieties of feminist theory. Various feminist theories can be used as a basis and foundation for a discussion on women in personnel provision and utilisation. Three feminist theories can be considered and applied to Personnel Provision and Personnel Utilisation, namely: theories of differences, theories of inequality, and theories of oppression. Two types of questions can be asked under each feminist theory, namely descriptive questions, for example “What about women?” and explanatory questions, for example, “Why is women’s situations as it is.?” The system theory can be described and explained as follows:

1.7.5 Systems Theory

The systems theory consists of two concepts, namely “system” and “theory”. A system is a set of interdependent components that form a whole and work together to attain a common goal (Gerber *et al.*, 1941 and Smit and Cronje, 1992: 25). A theory on the other hand is a set of interrelated concepts, definitions and procedures that present a systematic view of phenomena by specifying relations among variables, with the purpose of explaining and predicting the phenomena (Kerlinger, 1966:11). A system can be thought of as an organized whole made up of parts which are connected and directed to some purpose (Terry, 1977:27 and Marx, 1998:32). System theory has essential phases or components and takes place in a specific environment. Each system has inputs, processes, outputs, impact and feedback phases or stages and takes place in a specific environment. According to Dye (1984:41), Meiring (2001: 84) and Marx *et al.* (1998:32) “output of the systems is more than the sum of the performance of its individual elements. All the elements in the system form a unit. A system may be open or closed. An open system receives inputs from and delivers outputs to the external environment. A closed system receives no inputs from and delivers no output to the external environment”. In a system every effort is made to attain specific objectives. Terry (1977:21) writes that all activities are interrelated and can be identified as independent systems forming a pattern or networks of related activities. It can be deduced that the various sections or departments and their work ethic should be properly coordinated and integrated so as to achieve a common objective. Lastly the system theory is the system that will be used in the study. The concept framework for gender equality in Personnel Provision and Utilization can be described and explain as follows:

1.7.6 Conceptual Framework for Gender Equality in Personnel Provision and Utilisation.

A multitude of activities are performed in the public sector to provide goods and services with the ultimate goal to promote the general welfare of the citizens. These activities can be classified into specific purposeful functions. These functions can also be classified into what are known as the legislative, executive, and judicial functions. (*Constitution*, 1996, Section 8 (1)) This classification is also known as the separation of powers and its origin can be traced to Aristotle. (Harris, 1986:90) However, it was Montesquieu who advocated the separation of powers as a device to make government safe for the governed. (Lipson, 1965:270 and Rodee, *et al.*, 1976:2). The executive functions are performed by the public officials and can be classified into three main groups, namely the administrative, operational (or functional activities) and the auxiliary functions. (Cloete, 1985:2 and Meiring, 2001:39).

1.7.7 Administration

Woodrow Wilson (Coetzee, 1991:3) writes that “(a)dmistration is the most obvious part of government, it is the government in action, it is the executive, the operative, the most visible side of government” Baker (1992:13) writes that administration is derived from the Latin word *administrare* and that it means to work after things, taking charge and getting things done. Administration is thus work that must be done to obtain objectives. Starling (1977:1) writes that administration concerns the accomplishing side of government. It comprises all those activities involved in carrying out the policies of elected political office-bearers. Administration consists of the following functions: Policy making, financing, organising, staffing, determining procedures and methods, and controlling. Each of these functions consists of specific consecutive and relates steps. These steps constitute various processes. It is thus also possible to refer to specific administrative processes, for example the policy, financial, organisational, personnel, procedure and control processes. (Meiring, 2001:117, Hanekom and Thornhill, 1993:86)). This study deals with the personnel process which can be discussed as follows:

1.7.8 Personnel process/Staffing

Personnel (also known as human resources (Cherrington , 1995:5) are an important human resource in the work situation as without personnel a public institution or private business cannot even commence operating. (Cloete, 1986:2) writes that “(a) dministration is the joint action taken by two or more persons to make goal realisation possible.” Cloete (1984:132) classifies the steps of the personnel process into four different categories, namely, personnel provision, personnel training and development, personnel utilisation. (Cloete, 1984:132) Personnel provision and personnel utilisation is thus described as two steps in the personnel process and will be used in this study. Personnel provision can be described and explained as follows:

1.7.9 Personnel Provision

The creation of work units, such as departments, divisions, sections and posts takes place through the function of organising. (Child, 1988:5) The organisational structures consisting of work unit must be filled by suitably qualified personnel. Personnel is an indispensable resource which must be provided, maintained, trained, developed and utilised as efficiently and effectively as possible. Each of these steps in the personnel process consists of specific functions that must be performed. Personnel provision consists of two main steps, namely human resources determination, previously known as manpower planning, and the filling of vacant posts. (Cloete, 1996:174).

1.7.10 Human Resources determination

Human resources determination is undertaken to ensure that sufficient and suitable personnel are recruited to timeously fill vacant posts. (Meiring, 2001: 117) Human resources determination consists of two parts. Firstly, the

Analysis for determining the quantitative personnel requirements of the institution. It involves determining how many personnel will be needed in the future under specific conditions of growth, stagnation or even decline. (Andrews, 1988:48). Secondly, it is a qualitative analysis to determine what qualities and characteristics the personnel should have. (Andrews, 1988:48).

1.7.11 Filling of Posts

Vacant posts must be filled as soon as possible and before the effectiveness and efficiency of the work and service provision is hampered. Various comprehensive individual skills, knowledge, and aptitudes with job specifications. (Starling, 1977:367 and Gleuck, 1979:117). Selection. The process of determining from among the applicants processes are undertaken to obtain and appoint personnel. These processes can be described as follows: Recruitment. The process that is used to attract candidates to a specific post and to match which ones best fill the job specifications and should be offered posts in the institution. (Megginson, 1981:170 and Cloete, 1996:178). Appointment. The process of formally appointing the successful candidate in a vacant post either in a part-time or full-time capacity, temporary or permanent and with or without a probationary period. (Meiring, 2001:124). Placement. The process of matching a new appointee to existing or future posts with specific job demands, for the purpose of training, development and job performance. (Botes,1994:282 and Gerber *et al.*,1996:148).

Transfer and re-assignment. The process of re-assigning personnel from one section, division, office or department to another to fill vacant posts and to ensure the best possible utilisation of personnel. (Cloete, 1996:180 and Flippo, 1981:239). Promotion. The process to advance an official to a higher graded post with greater responsibilities, more status, better working conditions and increased salary. (Andrews, 1988:200 and Stahl, 1971: 158). It is clear that personnel provision relates mainly to various processes to obtain sufficient and suitable personnel for appointment in various posts in an organisational structure so that an institution may fulfil its present and future obligations.

1.7.10 Personnel utilisation.

Personnel utilisation, also known as personnel management, has to do with the efficient and effective application of the appointed personnel. Beach, (1975:5) writes that “(m)anagement is the process of utilizing material, [financial] and human resources to accomplish designated objectives” However, this definition is incomplete according to Meiring, (2001:48) the resources should be utilised as effective and as efficient as possible. The management process, as a series of consecutive and related steps, (Davis and Heineke, 2005:214), can be discussed as follows:

Training and development. Training is the process by which personnel learn knowledge and/or skills for a definite purpose, which are added to basic abilities that equip such personnel to undertake a particular role. (Beach, 1975; 375 and Lawrence, 1972:40). **Development** is a process by means of which an individual grows and matures; and by so doing equips him/herself for promotion to a higher rank or posts. (Andrews, 1988:133 and Flippo, 1981:6). **Determining personnel benefits.** The process of determining remuneration, leave, medical aid schemes and pension benefits for the personnel (Lyons, 1978:83 and 120). **Leading of subordinates.** The process of leading or directing aims at influencing the behaviour and actions of subordinates in some particular direction and to attain predetermined objectives effectively. (Cronje, *et al.*, 1987:109 and Marx and Van Aswegen, 1986:77).

Maintaining discipline. The process to correct the conduct of an employee that may range from an admonishment through reprimand, suspension, reduction in grade or pay, to removal from service. (United States Office of Personnel Management. *Manager's Handbook*, 1980:219). **Counselling of subordinates.** The process of interaction between supervisors or professional counsellors and subordinates to solve the personal problems which could be work-related. Counselling is more intensive than interviewing, and to assist normal people to adapt to day-to-day life and to realise their maximum potential in the work environment. (Uys, 1992:2 and Cloete, 1996: 232).

Mutual consultation and collective bargaining. The process is concerned with the relations between unions representing employees' and employer's representatives. It involves the process of negotiation, administration, and interpretation of collective agreements covering conditions of services such as remuneration and hours of work. (Beach, 1980:96 and Sisson, (ed.) 1995:17). It is clear from the above exposition that the personnel process consists of specific consecutive related steps to provide and utilise personnel. In the process approach, the emphasis is on the processes used to identify and analyse strategic information about human resources, and to take decisions about the content of the human

resources strategies. It is also clear that the above exposition provides a conceptual framework for gender equality in personnel provision and utilisation.

1.7.11 Legislative framework for gender equality in personnel provision and utilization.

A number of critical advances were made towards a non-racial and non-sexist society since 1994. The *Constitution* 1996, (chapter 2, section 9) emphasises the principle of equality. It prohibits unfair discrimination against anyone on the basis of race, gender and sex.

Chapter 7 of the above Constitution mandates municipalities to promote social and economic development of communities, and community participation in matters of local government. The *Constitution of the Republic of South Africa*, 1996 provides specifically for gender equality, affirmative action, freedom and security. This lays the basis to address discrimination based on gender. The aim of the *Employment Equity Act*, 1998 (Act 55 of 1998) is to achieve equity in the workplace by promoting opportunity and fair treatment in employment through the elimination of unfair discrimination as well as implementing affirmative action measures. (Section 2(a) and (b). The main aim of the *Basic Conditions of Employment Act*, 1997 (Act 75 of 1997) is to *inter alia*, enhance social justice by the establishment and enforcement of basic conditions of employment of employees.

The *Municipal Systems Act*, 2000 (Act 32 of 2000) authorises the Minister to make regulations regarding the remuneration and benefits of municipal managers and the medical, pension and other conditions of service of the personnel of municipalities. The *Skills Development Act*, 1999 (Act 9 of 1999) deals with the requirement that municipal authorities must contribute a prescribed percentage of the remuneration of employees to a Skills Development Fund to be used to facilitate personnel training and development.

1.8 Preliminary framework for the Research.

The preliminary framework for the research or the outline of the chapters is a study plan which has a dual purpose. Firstly, to enable the researcher to organise the theoretical and the empirical information into specific logical chapters to order sense. Secondly, to direct the reader by describing what can be expected in each chapter. (Mouton and Marias, 1992:176 and Baily, 1982:53) The study will consist of 6 chapters which eventually constitute the dissertation. The outline of the chapters is as follows:

Chapter one serves as an introduction and general orientation to the study. The chapter describes and explains the background to the study, problem statement, research questions, objectives of the study, significance of the study. Literature review, research methodology, instruments/methods used, identify your target population, scope and delimitation of the study

clarification of concepts and terms, ethical considerations and preliminary framework for the research. Essentially, chapter one indicates what the whole study entails.

Chapter two deals with the literature review on the nature and place of Gender Equality in the provision and utilization of women administration personnel in the municipal spheres of government. It is based on distinguished opinions and views from various secondary sources, and from different researchers and authors whose work is significant in this particular research field. Henning (2004:27) indicates that a literature review is often a separate chapter in a research report in which the researcher synthesizes the literature on his/her topic and engages critically with it.

Three frameworks have been identified to base the study. Chapter two provides the first two frameworks for the study, namely a theoretical framework which is based on specific theories which provide a foundation for the study and a conceptual framework which deals with the nature and place of personnel provision and utilisation for a comparative analysis within Public Administration.

Chapter three consists of the research design and methodology of the study. It also describes and explains the legislative framework for gender equality in the municipal sphere of government. The legislative framework provides the executive policy in the form of legislation for gender equality in the provision and utilization of women administrative personnel.

Policy is described as a declaration of intent which states the objectives to be attained. Gender equality cannot be implemented without clear guidelines, standing decisions in laws to ensure behavioural consistency and repetitiveness. (Eulau and Prewitt, 1973: 465 and Meiring, 2001:51). The purpose of the chapter is to describe and explain the instruments to be used in the research, outline the research techniques to be used to evaluate the co-operative role of political office-bearers and chief officials in the application of gender equality in the provision and utilization of municipal women administrative personnel. Firstly, the requirement to obtain permission to conduct the research will be explained. Secondly, the research design, approaches and strategy to be used in the study will be described and explained. Thirdly, the research methodology, consisting of the population, samples used, data collecting instruments and procedures to be used will be described and explained. Fourthly, the data analysis techniques to be used in the study will be described and explained. Lastly, the adherence to specific ethical considerations in the study will be described and explained. An application for ethical clearance will be submitted to the UFH research ethical committee.

Chapter four deals with data analysis and interpretation: Evaluation of gender equality in personnel provision and utilization at the Camdeboo local municipality. It deals with the analysis,

interpretation and presentation of the data collected during the empirical testing. The purpose is to analyse, interpret and evaluate the collected data, the available public documentation and other applicable literature, to statistically analyse, describe and explain the research findings around the research objectives to be able to test or verify, confirm or refute with evidence the problem and research questions. Appropriate analysis techniques will be used to analyse the data scientifically.

Chapter four will firstly, analyse, describe and explain the demographic details of the municipal political office-bearers and chief officials as respondents.

Secondly, the chapter evaluates, describes and explains gender equality in the provision and utilization of women administrative personnel in the municipal sphere of government.

Chapter five deals with data analysis of women administration: evaluation of gender equality in personnel provision and utilization at the Inxuba Yethemba Local Municipality. It deals with the analysis, interpretation and presentation of the data collected during the empirical testing. The purpose is to analyse, interpret and evaluate the collected data, the available public documentation and other applicable literature, to statistically analyse, describe and explain the research findings around the research objectives to be able to test or verify, confirm or refute with evidence the problem and research questions. Appropriate analysis techniques will be used to analyse the data scientifically.

Chapter six provides a comparative analysis of women administration personnel provision and utilization at the Camdeboo Local Municipality and Inxuba Yethemba Local Municipality. Firstly, the chapter will apply a comparative analysis and evaluation of the implementation of gender equality of municipal women administrative personnel at the Camdeboo local municipality and the Inxuba Yethemba local municipality. Secondly, the chapter describes and explains the nature of problems experienced with regard to gender inequality at the local municipalities that are at the centre of this research project.. Lastly, the chapter evaluates, describes, and explains the impact of gender inequality on personnel provision and utilization at the two municipalities that are an integral part of the study.

It is the concluding chapter and summarizes the findings and deductions made in the preceding chapters. Specific shortcomings and problem identified areas in the implementation of performance monitoring will be explained and recommendations made to solve or circumvent such problems will be provided.

1.9 Scope and Delimitations of the study.

Delimitation, also known as the scope of the study refers to the selected or demarcated area for the study. The aim is to put boundaries to the study. The study will delimit the following five specific areas for investigation. (Hofstee, 2006:87 and Baily, 1989:33).

1.9.1 Geographic Borders

This refers to the demarcated area of the study. The main aim is to put boundaries to the study. The study will be conducted in the Camdeboo Local Municipality which is Graaff Reinet and its surrounding areas as well as Inxuba Yethemba Local Municipality which comprises Cradock and its surrounding areas.

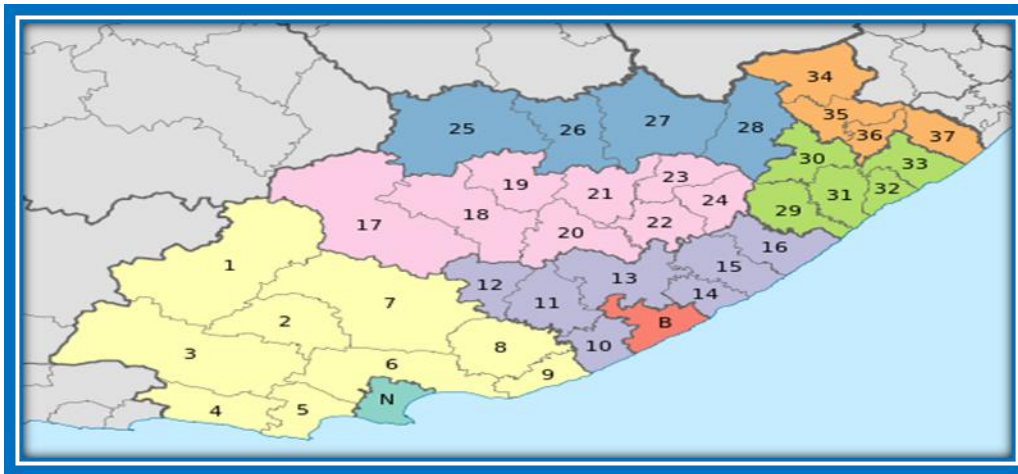


Figure 1.1: Location of Camdeboo and Inxuba Yethemba Municipalities

KEY: Districts

- | | |
|----|------------------------------------|
| 1 | Camdeboo Local Municipality |
| 17 | Inxuba Yethemba Local Municipality |

1.9.2 Hierarchic Dimensions

Camdeboo Local Municipality covers Graaff Reinet which is the main seat of government and surrounding areas such as Aberdeen, Nieu- Bethesda and the farming community. Besides national and provincial legislation, Camdeboo Local Municipality has its own by-laws.

Inxuba Yethemba Local Municipality has Cradock as its seat of government and it also covers the surrounding areas such as Middleburg Cape and the surrounding farming community.

1.9.3 Statistical Sampling

A sample is always preferable when it is taken from the parent population, especially when the population is too large or scattered. Sampling therefore refers to the situation when a sub-group of population is selected from a larger population using a statistical formula. A representative sample will thus be drawn from the target population.

1.9.4 Age Group

The researcher aims to target municipal personnel within **the** 20-65 years age bracket, such as Africans, Whites, Coloureds and Indians

1.10 Clarification of concepts and terms used in the study.

1.10.1 Administration

It is the work that must be done to obtain objectives and it is the most obvious part of government. It consists of the following functions: policy- making, financing, organising, staffing determining procedures, methods and controlling.

1.10.2 Analysis

It is a systematic examination and evaluation of data or information by breaking it into its component parts to uncover their interrelationships.

1.10.3 Comparative

It deals with analysis, evaluation, expresses? e.g. bigger, more quickly or to put things together to see how they are similar or different.(incoherent)

1.10.4 Comparative Public Administration.

It is defined as the study of administration systems in a comparative fashion or the study of public administration in other countries, its quest for patterns and regulates (regulations)? in administration action and behaviour (Fayol, Taylor, Urwick, etc.).

1.10.5 Comparative Study

The act of comparing or the process of examining the relationship between a difference that exists among members of a population and the possible causes of that difference.

1.10.6 Comparative Analysis

A method used in the analysis of financial statements to identify new trends, when data or rationale for a specific item from multiple time frames are presented alongside of each other for a straight across comparison. The same method can be used to compare the outcomes of alternative solutions or processes applied in similar circumstances.

1.10.7 Common Denominator

A number that will allow fractions with different denominators to be converted into fractions with the same denominator, so that these fractions can be added or subtracted.

1.10.8 Administration Personnel

Individuals responsible for development of policy and supervision of the execution of plans and functional operations.

1.10.9 Personnel provision

It is the creation of work, such as departments division sections and post take place through the functions of organizing.(incoherent)

1.10.10 Personnel utilization

It is also known as personnel management, it has to do with the efficient and effective application of the appointed personnel.

1.10.11 Local municipality

It will typically only have control over their specific geographical region, and cannot pass or enforce laws that will affect a wider area, Local governments can officiate enact taxes, and do many other things a national government would do just on a smaller scale.

1.11 Limitation of the study.

Limitations to the study have shown themselves as:

The fact that the student is in full time employment makes it a challenge to submit work on time

Although access to political office bearers is not considered much of a challenge, it is expected that the official office bearers are not going to be willing to express their true feelings regarding the Gender Equity policy especially women for fear of reprisals or ostracisation..

The student is living far from institutions of higher learning and obtaining relevant material for research .has already shown itself to be a major challenge .The study will take

approximately three years from February 2013 to November 2015 (The reasons that you are advancing here chief are not very plausible).

1.12 Ethical consideration.

In the course of the research, the following ethical guidelines and practices will be strictly adhered to and the respondents will be duly informed in writing:

Anonymity. The name and personal details of the respondents will not be disclosed.

Plagiarism. All sources of information that will be used will be acknowledged to avoid plagiarism. Coercion. Respondents will not be coerced to divulge any confidential information.

Honesty. The researcher shall at all times and under all circumstances report the truth with honesty and shall never present the truth in a biased manner. Freedom of choice. Respondents will be given freedom of choice in participating in the research through informed consent. Respondents will be free to withdraw at any time from participation (Hanekom and Thornhill, 1997:4 and Salkind, 1997:41). An application for ethical clearance (Humans) will be submitted to the Faculty Research Ethics Committee of the UFH. It will be submitted after the approval of this research proposal.

1.13 Conclusion

The study began with an introduction which reveals the solely domestic roles which were traditionally played by women and the different responsibilities that societies and culture arbitrarily imposed on women and men because of their biological difference. This leads to the background of the study. The background of the study specifically reveals that despite considerable progress made regarding the legal status of women and gender equality being entrenched in the bill of rights of *Constitution of the Republic of South Africa, 1996* as amended, South African women and men do not enjoy equal rights. The main problem which requires research is the fact that after the advent of democracy in South Africa in 1994, various municipal governments have taken strides to address the issue of gender inequality in the workplace that persists.

The preliminary framework for the research on the outline of the chapter is a study plan which has a dual purpose. Firstly, it is to enable the researcher to organise the theoretical and empirical information into specific logical Chapters to order sense. Secondly, it is to direct the reader by describing what can be expected in each chapter, (Mouton and Marias, 1992: 176 and Baily, 1982:53).

The study will consist of 6 chapters which eventually constitute the dissertation. The outline of the chapter is as follows: Chapter one serves as an introduction and general

orientation to the study. The chapter describes and explains the back ground to the study, problem statement, research questions, objectives of the study, significance of the study. Literature review, research methodology, instruments/methods used to identify the target population, scope, and delimitation of the study clarification of concepts and terms, ethical considerations, and preliminary framework for the research. The hypotheses compels the researcher to adopt a scientific approach to this investigation, hence the theoretical framework so that the validity and reliability of the results can be verified. The evaluation of Gender Equality in the Provision and Utilization of Women Administration Personnel in the Camdeboo Local Municipality seeks to yield results that will make the municipalities enhance their strategies or review their policies in terms of Gender Equality. Lastly, this chapter should thus be soon? seen?? a general introduction to the study and framework which aimed at guiding the entire research process. Chapter two provides a literature review on the nature and Place of Personnel Provision and Utilization in Public Administration.

CHAPTER TWO

LITERATURE REVIEW ON THE NATURE AND PLACE OF GENDER EQUALITY IN THE PROVISION AND UTILISATION OF WOMEN ADMINISTRATIVE PERSONNEL IN THE MUNICIPAL SPHERE OF GOVERNMENT

2.1 Introduction

South Africa's democratic election in 1994 was a significant watershed in our country. It brought an end to decades of institutionalized racism and paved the way for other forms of liberation. Since then, the South African Government, including its Local Government arm or sphere have been at the forefront of the battle against inequality. Progressive policies, laws and monitoring institutions have been set up and the government has unequivocally committed itself to ending discrimination through its progressive policies.

This chapter seeks to look at gender equality particularly from the local government perspective so as to establish a gender awareness paradigm that shall provide a possible redress vehicle to the Camdeboo and Inxuba Yethemba Local municipalities for the implementation of gender awareness actions and programmes in these areas. Gender may be defined in a range of different ways. There is a need to distinguish between sex and gender. The term "gender" refers to the socially constructed make-up of men and women. It also refers to a set of qualities and behavioral patterns expected of women and men in a particular society or cultural context. Chapter two deals with the Literature review on the nature and place of Gender Equality in the provision and utilization of women administration personnel in the municipal sphere government. It is based on distinguished opinions and views from various secondary sources, as well as different researchers and authors whose work is significant in those particular research fields.

Henning (2004: 27) indicates that a literature review is often a separate chapter in a research report in which the research synthesizes the literature true on his/her topic and engages critically with it. Three frameworks have been identified as a basis for the study; chapter two provides three frameworks for the study, **firstly**, a theoretical framework which is based on specific theories which provide a foundation for the study. Secondly, a conceptual framework which deals with the nature and place of personnel provision and utilization for a comparative analysis within Public Administration, lastly, it also describes and explains the current legislative framework that is in place and which serves as a yardstick for measuring gender equality in the municipal sphere of government.

The legislative framework provides the executive policy in the form of legislation for gender equality in the provision and utilization of women administrative personnel. Policy is described as a declaration of intent which equality cannot be implemented without to ensure behavioral consistency and repetitiveness (Ealau and Prewitt, 1973, 465 and Meiring, 2011:51).

2.2 Theoretical base and framework for Gender Equality in Public Administration.

2.2.1 General characteristics of theory

Theory is a logically interrelated set of propositions about empirical reality, firstly, its model or framework for observation and understanding, secondly, it allows the researcher to make links between, the abstract and the concrete, theoretical and the empirical, the thought statement and observational statement.

General characteristics of the theory are as follows:

Theory guides research and organizes its ideas. It is empirically relevant always tentative, never proven stronger as more supporting evidences gathered. It has a capacity to generate new research.

2.2.2 Application of theories in research

Scientific research is a systematic, controlled, empirical, and critical investigation of phenomena, Guided by theory and hypothesis about the presumed relations among such phenomena. (Kerlinger, 1986:10). Two main components can be identified in scientific research, namely; a theory construction component and a theory testing component. The latter component is known as the empirical study and ought to use a scientific approach, i.e. to describe, explain, apply and deduce. (Meiring, 1987:2). A literature review is based “solidly in secondary literature” that has been previously published. (Hofstee, 2006:91). Walsh (1967:45) writes for example that “... all branches of knowledge which deserve their name depend on the same basic procedures of observation, conceptual reflection and verification” (Rein, 1983:236) writes for example that it is meaningless to collect data and let it structure itself into a coherent whole, without a basis for reasoning and frame of reference to guide and evaluate such data. There are no facts independent of the theory that organized them. The literature review for this study will be described and explained under the following three critical scholarly frameworks:

In selecting a theory for research purposes a good theory should be the one that can be linked to the research topic, analyzed and applied in the context of the theory for which valid conclusions and deductions can be made. A theory should be able to explain any observations of phenomena or results of an experiment and be understandable to the interested layman person. The theory should also be reasonable to make them testable. Again, it should be economical and parsimonious. A good theory should be predictive and fruitful leading to new observation or

hypothesis. As theory is a logically interrelated set of propositions about empirical reality, it is an attempt to explain why something happens.

This assist us to make sense of interrelated phenomena and then predict behavior or attitudes that are likely to occur when conditions are not **conducive or favorable**. Furthermore, a theory should be predictive and fruitful leading to new observations or hypotheses. As a theory is a logically interrelated set of propositions about empirical reality it is an attempt to explain why something happens.

This assists us to make sense of interrelated phenomena and then predict behavior or attitudes that are likely to occur when conditions are not. Furthermore, a known theory should predict accuracy and have internal coherence and should be able to check whether or not the theory contains what is necessary to explain the phenomenon in questions. In addition to the above, a theory should be able to generate research and explain a wide variety of social behavior.

2.2.3 Theories for gender equality

A “theory” is a set of interrelated constructs, concepts, definitions and procedures that present a systematic view of phenomena by specifying relations among variables, with the purpose of explaining and predicting the phenomena (Kerlinger, 1966: 11). A “framework” is a set of principles or rules which when applied have an effect on society. A framework refers to an “essential supporting structure” according to the (*Oxford Advanced Learner’s Dictionary*, 1998: 468) “Gender equality” involves a fair and inequitable distribution of available resources among males and females such that no one or group is disadvantaged in any way. Equity is measured by comparing the rations of contributions and benefits of each person within the relationship e.g. at the workplace, this relationship refers to the employees who are working to fulfil their daily tasks as prescribed to them by their employers. (*Oxford Advanced Learner’s Dictionary*, 1998:468 and 1237) Specific applicable theories, to base gender equality in Public Administration, will be investigated to determine its relevance and suitability. These theories can be discussed as follows.

2.2.3.1 Utilitarian theory

The utilitarian theory could be considered because it is the goal of any political government to promote the general welfare of citizens and all interactions and relationships between municipal role-players should strive to ensure the greatest happiness for the greatest number of citizens.

The interest of the community and the promotion of the general welfare is the ultimate goal of any government. Bentham (1823:23) writes that “(t) he interests of the community is the sum of the interests of the several members who compose it.” This statement is based on utilitarian theory developed by Jeremy Bentham, John Stuart Mill and other liberal thinkers which seek to maximize pleasure and to minimize pain. (Rodee, *et.al.*, 1976: 105).

What policy makers thus do “... and what they call ‘good’ is necessarily a function of their calculations derived from the pleasure-pain principle.” (Rodee, *et. al.*, 1976: 105) The aim is thus to maximize pleasure and to minimize pain and this became known as the greatest happiness for the greatest number of people. (Harris, 1979: 213 and Urmson, 1985:44). Bentham (1823:676) also writes that to obtain the principle of the greatest happiness to the greatest number “... a standard of value is required and that can be supplied only by the principle of utility. The basis of government is human need and the satisfaction of human needs is its sole justification. Bentham, (1823:677) writes that” ... the two masters, pain and pleasure ought to point out what people ought to do, as well as to determine what people shall do. However, Rodee, *et al.*, (1967:197) writes that “... happiness is identical with morality and virtue, and that all religious and moral standards are worthless unless they make almost everybody happy.” Lipson, (1965:238) agrees when he writes that “Bentham’s formula fails to be scientific as one would wish, because it is impossible to measure a quantity of happiness.”

In consequence, Bentham’s theory can be linked to Maslow’s hierarchy of needs, which represents a pyramid with various stages. (Hellriegel, *et. al.*, 1999:465 and Morris,1988: 437)Bentham’s theory can also be linked to the specific feminist - theory. The latter theory can be discussed as follows:

2.2.3.2 Specific feminist theories

The active participation of women in all sectors of the economy is nothing new. At the same time, however, continuing and immobilising discrimination in the labour market is found on grounds of race, sex, disability, culture or other arbitrary factors. (Sisson, 1994:253, and Carrell, *et al.*, 1989:310). Although progress is being made, gender discrimination continues to occur. (Carrell, *et al.*, 1995:28). Although, not a minority group in society, women traditionally have received minority-like treatment in the labour market. In recent years there has been an increasing awareness that development has had a differential impact on the relations between men and women, and usually to the detriment of women. (De Beer and Swanepoel, 2000:52). It is thus essential to note that the typology of feminist theory can be based on two questions, namely a descriptive question: *What about the women?*, and a explanatory question: *Why is this as it is?* Ritzer (1988: 410) provided the following overview of the varieties of the feminist theory. Various feminist theories can be advanced as a basis and foundation for a sustained discussion

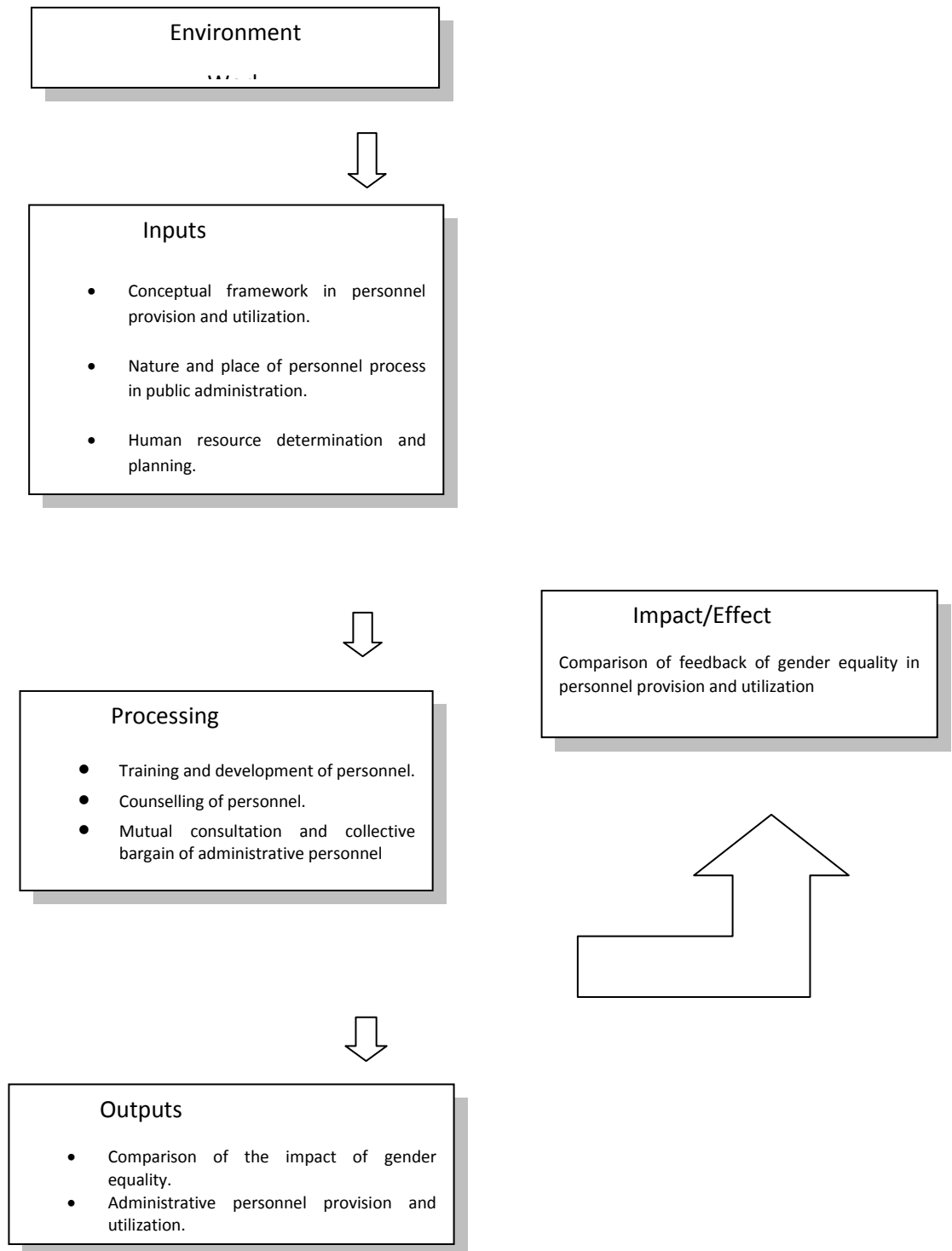
on the nature of discrimination visited upon women in personnel provision and utilisation. Four feminist theories can be considered and applied to Personnel Provision and Personnel Utilisation, namely, theories of differences, theories of inequality, theories of oppression and the theory of Structural Oppression.

Two types of questions can be asked under each feminist theory, namely, descriptive questions, for example “What about women?” and explanatory questions, for example “Why is women situations as it is.?” The following system thoery will be used and discussed in the study.

2.2.3.3. Systems theory

The systems theory consists of two concepts, namely “system” and “theory”. A system is a set of interdependent components that form a whole and work together to attain a common goal (Gerber *et al.*, 1941 and Smit and Cronje, 1992: 25). A theory on the other hand is a set of interrelated concepts, definitions and procedures that present a systematic view of phenomena by specifying relations among variables, with the purpose of explaining and predicting the phenomena (Kerlinger, 1966:11). A system can be thought of as an organized whole made up of parts which are connected and directed to some purpose (Terry, 1977:27 and Marx, 1998:32). System theory has essential phases or components and takes place in a specific environment. Each system has an input, processes, output, impact and feedback phases or stages and takes place in a specific environment. According to Dye (1984:41), Meiring (2001: 84) and Marx *et al.* (1998:32) “output of the systems is more than the sum of the performance of its individual elements. All the elements in the system form a unit. A system may be open or close. An open system receives inputs from and delivers outputs to the external environment. A close system receives no inputs from and delivers no output to the external environment”. In a system every effort is made to attain specific objectives. Terry (1977:21) writes that all activities are interrelated and can be identified as independent systems forming a pattern or network of related activities.

DIAGRAM 2.1: STAGES OF SYSTEMS THEORY FOR COMPARATIVE ANALYSIS OF GENDER EQUALITY IN THE PROVISION AND UTILISATION OF WOMEN ADMINISTRATIVE PERSONNEL.



Feedback to Environment

(Meiring, 1987: 308 and 2001:84)

It can be deduced that the various sections or departments and their work ethic should be properly coordinated and integrated so as to achieve a common objective. Lastly the system theory is the system that will be used in the study.

2.3. Conceptual framework for Personnel Provision and Utilization.

A multitude of activities are performed in the public sector to provide goods and services with the ultimate goal to promote the general welfare of the citizens. These activities can be classified into specific purposeful functions. These functions can also be classified into what are known as the legislative, executive and judicial functions. (*Constitution*, 1996, section 8 (1)) This classification is also known as the separation of powers and its origin can be traced to Aristotle. (Harris, 1986:90) However, it was Montesquieu who advocated the separation of powers as a device to make government safe for the governed. (Lipson, 1965:270 and Rodee, *et al.*, 1976:2). The executive functions are performed by the public officials and can be classified into three main groups, namely the administrative, operational (or functional activities) and the auxiliary functions. (Cloete, 1985:2 and Meiring, 2001:39).

2.3.1 Nature and place of personnel process in Public Administration.

Woodrow Wilson (Coetzee, 1991:3) writes that “(a)administration is the most obvious part of government, it is the government in action, it is the executive, the operative, the most visible side of government” Baker (1992:13) writes that administration is derived from the Latin word *administrare* and that it means to work after things, taking charge and getting things done. Administration is thus work that must be done to obtain objectives.

Starling (1977:1) writes that administration concerns the accomplishing side of government. It comprises all those activities involved in carrying out the policies of elected political office-bearers. Administration consists of the following functions: Policy making, financing, organising, staffing, determining procedures and methods, and controlling. Each of these functions consists of specific consecutive and relates steps. These steps constitute various processes. It is thus also possible to refer to specific administrative processes, for example the policy, financial, organisational, personnel, procedure and control processes. (Meiring, 2001:117, Hannekom and Thornhill, 1993:86)). This study deals with the personnel process which can be discussed as follows:

2.3.1.1 Administrative processes explained

The various administrative processes may include policy process, financial process organizational process, and personnel procedure and control processes. For policy to be crafted or formulated, it must be subjected through particular processes be accepted before it can applied. To ensure that workers follow the policy, they need to be monitored and evaluated periodically to the financial process involves al the processed which an organization would have to go through before purchasing stock, making payments or receiving income. Budgeting, for an example, is a case in point. Resources acquired or owned by the company should be controlled to avoid waste. A proper control machinery should always be in place to make employees accountable. Lastly, public process can be explained as follow:

2.3.1.2 Public personnel process explained.

Personnel (also known as human resources (Cherrington , 1995:5) are an important human resource in the work situation as without personnel a public institution or private business cannot even commence operating. Cloete, (1986:2) writes that “(a) administration is the joint action taken by two or more persons to make goal realisation possible.” Cloete (1984:132) classify the steps of the personnel process into four different categories, namely personnel provision, personnel training and development, personnel utilisation, and personnel utilisation (Cloete, 1984:132) Personnel provision and personnel utilisation is thus described as two steps in the personnel process and will be used in this study

Despite the positive changes that have been introduced over the last twenty years, there is room for improvement in Public Service delivery. Government does not present itself as a coordinated front, but as a myriad of national, regional, provincial and municipal offices each with a separate identity, each operating in its own silo. The lack of coordination between the different spheres of government has not only hindered service delivery with citizens often being forced to visit more than one office or make multiple visits in respect of a single service. Most services are available only during office hours, forcing people to interact with government during their productive time. It is not just a burden on the citizens; it is a duplication and bureaucratization of resources. Lastly, according to Cloete (1996) personnel provision can be described and explained as follows:

2.3.1.3.1 Human resource determination/Planning.

Human resources determination is undertaken to ensure that sufficient and suitable personnel are recruited timeously and also that existing posts are filled without much delay (Meiring, 2001: 117) Human resources determination consists of two parts, Firstly, the an analysis for determining the quantitative personnel requirements of the institution. It involves determining how many personnel will be needed in the future under specific conditions of growth, stagnation or even decline. (Andrews, 1988:48). Secondly, it is a qualitative analysis to determine what qualities and characteristics the personnel should have. (Andrews, 1988:48).

2.3.1.3.2 Filling of posts.

Vacant posts must be filled as soon as possible and before the effectiveness and efficiency of the work and service provision is hampered. Various comprehensive processes are undertaken to obtain and appoint personnel. These processes can be described as follows:

When creating or filling a post of a senior manager, a municipal council must: confirm that the department or business unit of the municipality requires the post to meet the municipality's objectives. Steps must be taken to ensure that sufficient budgeted funds including funds for the remaining period of the medium-term expenditure framework are available for filling the post. Ensuring that a job description for the post has been developed is an administrative imperative.

a) Recruitment

The process that is used to attract candidates to specific posts and to match individual skills, knowledge and aptitudes with job specifications identified. (Starling, 1977:367 and Gleuck, 1979:117).

The head of department, who is responsible for administration and management of his/her department, also responsible for the recruitment programme of the department. There are, however, basic principle, which has to be adhered to in developing and formulating such a strategy. These are the following:

Recruitment should be targeted for maximum accessibility. It should be aimed at reaching for as practically and financially possible, the broadest possible pool of available human resources within a specific target group.

The image of the Public Service in general and the department in particular must be promoted in order to foster applicants interested in Public Service as an employer.

All recruitment actions should be undertaken with a view to seek from the relevant target group the ideal applicant with the necessary training, skills competence, potential and knowledge relevant to the requirements of the post concerned. Recruitment strategies must be underpinned to the principle of employment equity. Recruitment practices should maximize flexibility, minimize administrative burdens on both employer and employee, and generally prevent waste and inefficiency.

b) Selection.

The process of determining from among the applicants which ones best fill the job specifications and should be offered posts in the institution. (Megginson, 1981:170 and Cloete, 1996:178). This act was promulgated by government in 1998, in the midst of high levels of unemployment, low levels of investment in South African Labour Market pronounced disparities in income distribution, inequality of opportunity as a result of apartheid and poverty (Brendan and Down, 2000).

An executing authority shall appoint a selection committee to make recommendation on appointment of advertised post. A selection committee shall, where possible include adequate representation of designated group. The selection committee shall do the short-listing.

The relevant human resources component or designated official should verify the qualification and information. All foreign qualifications must be verified with the designated South African Qualifications Authority (SAQA) while South African can be verified with the academic institution concerned. The training skills, competence and knowledge must be based on the inherent requirements of the job.

c) Appointment

The process of formally appointing the successful candidate in a vacant post either in a part-time or full-time capacity, temporary or permanent, with or without a probation period, should be done within the prescripts of the law (Meiring, 2001:124).

South Africa has a long road to travel as far as personnel provision is concerned. The state has been provided with legislative tools that are amongst the most powerful available worldwide. Therefore, it is important that government departments commit themselves to the effective implementation and maintenance of personnel provision.

Appointment Capacity – Individuals may, subject to the prescribed norms and standards, be employed permanently or temporarily, either full-time in posts on or additional to the staff establishment of the institution.

The process of formally appointing the successful candidate in a vacant post either in a part-time or full-time capacity, be temporary or permanent with or without a probation period, should be done within the prescripts of the law (Meiring, 2001:124).

The need to redress the imbalances of the past, in accordance with section 9(2) and 195 (1) (1) of the Constitution and the Employment Equity Plan of that institution referred to in section 20 (1) of the *Employment Equity Act, 1998 (Act no 55 of 1998)* to achieve a public administration broadly represented according to race, gender and disability.

All persons who applied and qualify for the appointment concerned must be considered and The suitability of persons must be determined in accordance with section 20 (3) to (5) the *Employment Equity Act*.

The power to appoint the head of the institution and employees reporting directly to the head rests, in the case of – a municipality institution in the relevant municipal council.

For the appointment of an employee directly to being a head of any institution, the executive authority must consult the head.

A person must be appointed as head of an institution in accordance with the Act and for such term not exceeding five years as the relevant executive authority may approve.

A person appointed for the first time in the post of head of a particular institution, must be appointed for the term of five years or beyond, except if a shorter term is determined by the executive authority in accordance with prescribed criteria.

The head of an institution must conclude the prescribed contract of employment within the prescribed performance agreement for every financial job.

d) Placement

The process of matching a new appointee to existing or future posts with specific job demands, for the purpose of training, development and job performance. (Botes, 1994:282 and Gerber *et al.*, 1996:148).

The White Paper strongly promotes the development of Departmental/Provincial policies within the parameters defined by national policies. This strongly affects the notion of managerial autonomy.

In instances where there is a need to fill critical positions which are key to the organization's effectiveness, placement strategies, which must always be in line with the overall human resource

plan, can be instituted. However, placement should not undermine the essence of the recruitment policy.

e) Re-assignment/ Transfer

The process of re-assigning personnel from one section, division, office or department to another to fill vacant posts and to ensure the best possible utilization of personnel. (Cloete, 1996:180 and Flippo, 1981:239).

The relevant authority of an employee of an institution may, in accordance with the prescribed conditions, direct the employee temporarily to perform any functions other than those ordinarily assigned to the employee or appropriate to the employee's position, including acting in another post.

26 (1) if a function is transferred in terms of this Act on any other legislation from one institution ("the old institution") to another institution ("the new institution").

The transfer does not interrupt the employee's continuity of employment.

The new institution is automatically substituted in the place of the old institution in respect of all contracts of employment in existence immediately before the date of transfer.

f) Promotion

The process to advance an official to a higher graded post with greater responsibilities, more status, better working conditions and increased salary. (Andrews, 1988:200 and Stahl, 1971: 158)

It is clear that personnel provision relates mainly to various processes to obtain sufficient and suitable personnel for appointment in various posts in an organisational structure so that an institution may fulfil its present and future obligations.

The post 1994 Public Service faces enormous challenges, both in terms of its own transformation and in terms of the transformation of the services which it provides to the people of South Africa. These challenges are being tackled through a comprehensive programme of policy initiative underpinned by progressive legislative changes such as promotion: Promotion is the movement from one position to the higher position and will always be on the basis of competition.

It will be open to applicants at all levels, provided they demonstrate that they have the necessary competence and /or potential to fulfill the requirements of the job.

A. Seniority will not be a factor in assessing suitability for promotion.

2.3.1.4 Personnel utilization

Personnel utilisation, also known as personnel management, has to do with the efficient and effective application of the appointed personnel. (Beach, 1975:5) writes that “(m) management is the process of utilizing material, [financial] and human resources to accomplish designated objectives” However, this definition is incomplete according to Meiring, (2001:48) the resources should be utilised as effective and efficient possible. The management process, as a series of consecutive and related steps, (Davis and Heineke, 2005:214), can be discussed as follows:

2.3.1.4.1 Training and Development

Training is the process by which personnel learn knowledge and/or skills for a definite purpose, which added to basic abilities that equip such personnel to undertake a particular role. (Beach, 1975; 375 and Lawrence, 1972:40). Development is a process by means of which an individual grows and mature; and by so doing equips him/herself for promotion to a higher rank or posts. (Andrews, 1988:133 and Flippo, 1981:6)

The performance assessment process will help to identify strengths and weaknesses, and the interventions which are needed to deal with these, including the employee’s future training and needs, and other developmental interventions such as career counselling coaching and mentoring.

The development of new remuneration system within the Public Service will include provision for systematic pay increments based on performance.

2.3.1.4.2 Determining personnel benefits.

The processes of determining remuneration leave medical aid schemes and pension benefits for the personnel (Lyons, 1978:83 and 120).

Employees are required by law (Federal and State) to provide some types of employee benefits, unemployment, workers compensation and disability depending on the company.

Employment benefits can comprise 40% or even more of your total compensation package so important to know exactly what benefits you will be provided with.

For the employees to understand the value of the benefits they receive, employers must educate employees and family members and provide benefits statements the share the cost.

2.3.1.4.3 Compiling post descriptions and duty Sheet

In general, job/post description includes the title, a description of the tasks performed and information on working conditions. I can also include any other attributes that the employer requires for that position such as education, knowledge, skills and personality suitability.

Developing and keeping job descriptions up-to-date can benefit your organization by:

Providing a basis to evaluate employee performance.

Identifying skills gap, thereby increasing the effectiveness of training.

Helping to ensure the effectiveness and “thought through” hiring process; and assisting in comparing the duties for positions to better establish relative pay rates.

2.3.1.4.4 Leading subordinates.

The process of leading or directing aims at influencing

The behaviour and actions of subordinates in some particular direction and to attain predetermined objectives effectively. (Cronje, *et al.*, 1987:109 and Marx and Van Aswegen, 1986:77).

The leader has empathy for his/her subordinates, without faith there is no leaders.

A leader is a person who has a very powerful belief, his/her subordinates start to believe it too.

Firstly, the leader must be prepared then he/she can lead people, if you don't believe in what you are doing or if you don't have a broad vision as a leader before you can think about leading people in the work place (EL Eqbalst, Louran Alexandria Egypt).

2.3.1.4.5 Maintaining discipline.

The process to correct the conduct of an employee that may range from an admonishment through reprimand, suspension, reduction in grade or pay, to removal from service. (United States Office of Personnel Management. *Manager's Handbook*, 1980:219)

The draft Bill provides for the continuation of disciplinary steps and other measures when an employee leaves an institution while an investigation regarding misconduct, poor performance or ill health is pending and joins another institution. The aim is to ensure that the employee cannot evade the outcome of procedures by moving between public administrations institutions.

The clause also requires employees to disclose prior actions on the grounds of misconduct, ill health, or poor performance and any such known pending or incomplete actions when applying for position.

2.3.1.4.6 Counselling subordinates

The process of interaction between supervisors or professional counselors and subordinates to solve the personal problems which could be work-related. Counseling is more intensive than interviewing, and to assist normal people to adapt to day-to-day life and to realize their maximum potential in the work environment. (Uys, 1992:2 and Cloete, 1996: 232).

Counselling your team is a lot like creating a leader development program... Plenty of leaders groan when we talk about counselling and typically cite any of the following reasons for not getting it done: “It takes so much time to counsel everyone each month.” “I give plenty of feedback in meetings and other times.” “My people already know where they stand.”

But most often, leaders don't execute their counselling obligations to their subordinates because they're uncomfortable with giving direct feedback. They also have difficulty in telling subordinates that they're doing an average job (it's the best and the worst performers that are the easiest to give feedback to).

Leaders have to overcome these objections. Not only is formal feedback required in almost every organization, but the process brings incredible value to your team. Your subordinates want to hear how they are doing. They want to get better. They want to learn from you. The key to successful counselling is to make the sessions interesting and worth their (and your) time.

Here are several tips that leaders can use to make counseling more effective and user-friendly.

Simplify the method. There's no need to fill out an elaborate feedback form prior to every counselling session. I had a commander who used a simple format on a single-page word document with the headings: strengths, weaknesses, and way-ahead. It was easy and effective.

Record feedback notes as they occur. Don't wait until the morning of the counselling to write your assessment of the subordinate. Doing so is unfair because you'll undoubtedly forget a lot of the good and the bad. Keep an easily-accessible digital document or a notepad handy to record feedback points for later.

Get out of the office and find an alternate venue. No one likes the awkward, one-on-one scenario that feels scripted and formal. Do your counselling during a workout or over breakfast, where you have an activity to break up the conversation and facilitate engagement.

Block off time for counselling. If counselling is important, schedule it on the unit calendar so that your subordinate leaders actually have the time to do it.

Tailor your sessions. Ask what type of counselling is most effective for each subordinate and try to accommodate their preferences or concerns.

Open the counselling session by having your subordinate review what he's been working on and assess his own performance. This allows him to bring up anything you might not have observed and gives you a perspective of his challenges and priorities. "Don't step around the unsaid." Few worthwhile lessons ever come from comfortable conversations. Get uncomfortable about why the subordinate made certain decisions. If there was failure, unpack the scenario to draw out the best lessons.

If he/she is struggling with an issue (professional or personal), redirect the conversation to uncover the root cause and help them solve it.

Involve them in the process. Make your team feel comfortable about telling you their successes/failures. There are lots of commendable actions that go on beneath your radar. Encourage them to send you a quick note when something goes well and to include you in challenges they're facing. Set performance standards and over-communicate them. There's nothing worse than going into a feedback session thinking you're doing well, only to find out that you've been missing the mark for some time.

This scenario is incredibly unfair and corrosive. Especially in an era of a downsizing military, publish your standards of performance and emphasize them at every opportunity. (Hint: your approach should include something that sounds like, "Not all of you will be rated in the top tier, but if you want to perform your way into the top tier, you need to...")looked with positives.

Unless you're giving feedback to the bottom 10%, everyone on your team wants to do the right thing and perform well. Acknowledge that fact and accentuate the positive. You want your subordinates to leave the meeting with the motivation to work on the improvement areas, not feel dejected and hopeless about them. Find teachable moments. Don't wait for a scheduled counseling session if there is a clear opportunity to give good feedback and teach a lesson. Your team will appreciate this and your feedback is more likely to stick because it's being received in the emotional and situational context of the event.

For a comprehensive resource to improve counselling, engage subordinates, and reducing risk in your formation, check out "The Mounted Rifleman Counselling Guide" under Unit Leader Development Products and Resources.

2.3.1.4.7 Mutual consultation and collective bargaining.

The process is concerned with the relations between unions representing employees' and employers' representatives. It involves the process of negotiation, administration, and interpretation of collective agreements covering conditions of services such as remuneration and hours of work. (Beach, 1980:96 and Sisson, (ed.) 1995:17)

It is clear from the above exposition that the personnel process consists of specific consecutive related steps to provide and utilise personnel. In the process approach, the emphasis is on the processes used to identify and analyse strategic information about human resources, and to take decisions about the content of the human resources strategies. It is also clear that the above exposition provides a conceptual framework for gender equality in personnel provision and utilisation.

Negotiations on terms and conditions of employment for employees and other matters of mutual interest in the Public Administration must be dealt in accordance with the constitution of bargaining councils and the Labour Relations Act.

A collective agreement concluded in a bargaining council must either be for a fixed period specified in the agreement or for an indefinite period.

For the purpose of this subsection, a collective agreement excludes settlement agreements in terms of section 158 (1) (c), read with section 158 (1a) of *Labour Relation Act*.

2.4 Legislative framework for Gender equality in Personnel Provision and Utilization in the municipal sphere of government.

2.4.1 *The constitution of the republic of South Africa, 1996, as amended.*

The above constitution was promulgated in 1996 and provides for a new constitutional dispensation and is seen as the supreme law of the *Republic of South Africa*. (Sections 2). Any law or conduct inconsistent with the constitution is therefore invalid and the obligations imposed by it must be fulfilled (Sections 2) these provisions entail inter alia as follows:

The Republic of South Africa is one of sovereign, democratic state consisting of nine province and 284 municipalities. (Section 1). The constitution is inter alia founded on the values of human dignity, non-racialism and non-sexism (Section 1 A and B).

Government is constitution as national, which are distinctive, inter dependent and interrelated Section 40(1).

The local sphere of government consists of municipalities which are vested with legislative and executive authority. (Section 151) (Land 2).

A municipal authority thus has the right to govern on its own initiative local government affairs subjects to national and provincial legislation as provided in the constitution (Section 151 (3)).

However, the national and the provincial government may not compromise or impede a municipal government's ability to exercise its powers or perform its functions it could be deduced that although local government, until 1999, remained subject to government, until 1999, remained subject to precepts of the transition process as regulated by the *Local Government Transition Act 1993*, the new Constitution envisages a complete transformation of the local government system, in terms of new constitution, local government is a sphere of government in its own right.

The Constitution states in section 187 that a commission for gender equality may be established to promote respect for gender equality and the protection respect for gender equality and the protection, development and attainment of gender equality.

The Commission will have the authority, as regulated by national legislation, to perform its function, monitor, investigate, research, educate, advise and report on issues concerning gender equality (section 187 (1) and (2)).

It can thus be deduced that municipal government has taken significant steps to indicate its commitment to promote and respect for gender equality as regulated by national legislation. Provincial legislation on gender equality, municipal personnel provision and utilization is aimed at supporting constitution measures for municipal personnel provision and utilization.

2.4.1.1 Constitutional measures for municipal personnel provision and utilization.

The constitution of the *Republic of South Africa, 1996*, provides specifically for gender equality, affirmative action, freedom and security, it focuses on recruitment, selection, filling of posts, human resources determination, while personnel utilization mainly focuses in maintaining, discipline, counseling's of subordinate, mutual consultation and collective bargaining.

Labour relations play an important role in any work situation. The constitution state clearly that every worker has the right to form and join trade unions and employers and to participate in its activities and programmes (*Chapter 2, Section 23*).

It can thus deduced that (*Chapter 2, Section 23*) clearly state that every employer must take steps to promote equal opportunity in the workplace and that every worker has the right to form and join trade unions.

2.4.1.2 Constitutional measure for the promotion of equality and elimination of discrimination.

The Constitution of the *Republic of South Africa, 1996* emphasizes inter alia in the Bill of right the principle of equality and human dignity (*Chapter 2 Section 9 and 10*). In view of the Constitution provision gender equality, South Africa women's work roles and posts are often lower in social status and authority than those of men. The constitution 1996, (*Chapter 2, Section 9*) emphasizes the principal of equality; this lays the basis to address discrimination based on gender. (*Chapter 2, Section 10*) of the constitution of 1996 talks about the bill of right which is the cornerstone of democracy in South Africa, it enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom. Human dignity (*Section 10*) everyone has inherent dignity and the right to have their dignity respected and protected, the follow act also divine the legal nature on a municipality as including the local community's political and administrative structure such as *Human Resource Development (Act 32 of 2000)*.

2.4.2 The local government municipal system Act 2000 (Act 32 of 2000).

The Act provides the care principal mechanism and inter alia, to enable municipalities to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all, to define the legal nature on a municipality as including the local community 's political and administrative structure such as human resource development (*Act 32 of 2000*) *Section 75 (1)* of the above Act state to give effect to policy and such by laws ay differentiate between categories of users described as legislation adopted by a municipal council on the persons to whom it applies.

Section 109 (2) of Act 32 of 2000, however states that, a municipal council may compromise or compound any action, claim or proceedings and submit to arbitration any matter other than a matter involving a decision on its status, powers, duties or the validity of its actions or by laws. It should also be noted that *Section 109 (1)* states that a municipality is a local authority for the purposed of the limitation of legal processing (*Provincial and Local Authorities Act, 1970 (Act of 1970)*). It can thus be deduced the three spheres of government must work hands in glove and submit to arbitration any matter other than a matter involving a decision on its status by law.

2.4.3 Municipal structure Act, 1998 (Act 117 of 1998).

A Municipal authority has all the functions and authority conferred by or assigned to in terms of the above constitution and must exercise them subject to (*Chapter Five of the Municipal Structure Act 1998, (Act 117, of 1998)*).

2.4.4 Employment Equity Act, 1998 (Act 55 of 1998).

This Act provides for “Measures intended to achieve equality “and” reasonable accommodation measures to achieve equality are activities undertaken to overcome the barriers to employment opportunity created by the effects of past /or continuing discrimination. Its strategy is to develop and implement employment equity and diversity training programme for staff at all levels in the municipalities.

2.4.5 Promotion of Equality and Prevention of unfair discrimination Act 2000 (Act 4 of 2000).

The consolidation of democracy in our country requires the eradication of social and economic inequalities, especially those that are systemic in nature, which were generated in our history by colonialism, apartheid and patriarchy, and which brought pain and suffering to the great majority of our people, municipalities must apply and interpret *the Promotion Equality and Prevention of Unfair Discrimination Act, 200 (Act 4 of 2000)* in such manner that women are put in par with males counterparts and provide remedies for victims of unfair discrimination and the prohibition of advocacy of hater, based on race ethnicity gender or religion, that constitutes incitement to cause harm as contemplated in *Section 16 (2) (c) of the Constitution and Section 12 of this Act* .

2.4.6 Public service Act, 1994 (Act 103 of 1994)

This Act provide for the organization and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office discipline retirement and discharge of members of the Public service. This *Public Service Act, 1994* faces? Challenges, these challenges are being tackled through a comprehensive programme of policy initiate underpinned by progressive legislative changes such as promotion and personnel utilization of women in the local sphere of government.

2.5 Provincial legislation for regulating gender equality in municipal personnel provision and utilization.

The legislation focuses on recruitment, selection and filling of posts in the Eastern Cape Province based on the following provisions (*The constitution of the Republic of South Africa 1996, Act 108 of 1996*), Labour relations play an important role in any work situation. In view of the constitution of the Republic of South Africa, 1996 emphasizes inter alia in the bill of rights the principle of Equality and human dignity (Chapter 2 Section 10). The Provincial Legislation on Personnel Provision and Utilization also states that recruitment strategies must be underpinned by the principle of Employment Equality (*Employment Equity Act 1998 (Act 58 of 1998)*).

2.6 Municipal by-laws for regulating gender equality in municipal personnel provision and utilization.

Municipalities are entrusted by the national and provincial government to protect its citizen's e, ensure that there is socio-economic development that reflects in the daily lives of the people. By-laws are promulgated by a local municipality in consultation with its citizens aimed at addressing specific problem within that municipality; By-laws would always seek to protect lives, properties, peace and harmony. Lastly it can create a condition that can bring about sustainable development. It can thus be deduced that By-laws are crafted within the national and provincial government. Secondly, it has the approval and the blessings of citizens. Thirdly, it is promulgated for the good of all the citizens. Lastly it may be inferred that by-laws, encourage local community to participate in affairs of the municipalities.

2.7 Conclusion

Comparative public administration is defined as the study of administrative systems in a comparative fashion or the study of public administration in other countries. Another definition for comparative public administration is the “quest for patterns and regulates (regulations)? in administrative action and behavior”. It looks to test the effectiveness of the classical theorists’ (Fayol, Taylor, and Urwick).

Chapter two entails three frameworks. Firstly, a theoretical base and framework, for gender equality in public administration, secondly, conceptual framework for Personnel Provision and Utilization and lastly legislative framework for gender equality in Personnel Provision and Utilization in the municipal sphere of government. It can thus be deduced that the aims and objectives of Chapter Two are as follows: to compare these theories and select the appropriate ones that may be application to the main research topic, lastly, this chapter would look at theories that take into account personnel provision and personnel utilization. It can also thus provide the conceptual framework for personnel provision and utilization,

Personnel Provision deals with firstly the creation of work units, such as department, division, section and posts takes place through the function of organizing (Child, 1985:5), Secondly personnel provision consists of two main steps, namely known as manpower planning, and the filling of vacant post, (Cloete, 1996, 174). Personnel utilization, also known as personnel management, has to do with efficient and effective application of the appointed personnel. Firstly, (Beach, 1975: 5) writes that “(m) management is the process of utilizing material, Human Resources to accomplish designated objectives”. However this definition is incomplete according to Meiring, (2001:48) the resources should be utilized as effective and efficient possible.

Secondly, the management process, as a series of consecutive and related steps, (Davis and Heineke 2005: 214 Can be discussed as follows: training and development, determining personnel benefits, compiling post descriptions and duty sheets leading subordinates, maintaining discipline, counseling sub ordinates, mutual consultation and collective bargaining.

It is clear from the above exposition that the personnel process consists of specific consecutive related steps to provide and utilize personnel. The Legislative framework for gender equality in personnel provision and utilization in the municipal sphere of government provides us with the following acts the constitution of the Republic of South Africa, 1996, as amended. The Constitution states in section 187 that a commission for gender equality may be established to promote respect or gender equality and the protection, development and attainment of gender equality. The commission will have the authority, as regulated by national legislation, to perform its functions, monitor investigate, research, educate, advise and report on issues concerning gender equality. (Section for municipal personnel provision and utilization the constitution promotes that Labour relations play an important role in any work situation, The Constitution states clearly that every worker has the right to form and join trade unions and employers and to participate in its activates and programme (Chapter 2, Section 23).

Secondly Constitutional measures for the promotion of equality and elimination of discrimination of the republic of *South Africa, 1996* emphasizes inter alia in the *Bill of Rights the Principle of equality and human dignity* (Chapter 2, Section 9 and 10) women in the local sphere the men and their dignity should be protected . Secondly, the legal nature of municipalities, and include the local community within the a municipal, working in partnership with the municipalities political and administrative structure, to provide for the manner in which authority and functions are exercised and performed, to establish a simple and enabling framework for inter alia the care administrative process such as *human resource development (Act 32 of 2000)*

Thirdly, A Municipal authority has all the functions and authority conferred by or assigned to in terms of the above Constitution and must execute them subject to chapter five of the *municipal structure Act, 1998 (Act 117, of 1998,)* Thirdly Section 9 of the constitution provides for the enactment national legislation to prevent or prohibit unfair discrimination and to promote the achievement of Equality (*Promotion of equality and prevention of unfair discrimination Act 4 of 2000*). Lastly, an employee, irrespective of gender, shall fulfill the obligations imposed upon him/her by this act or any other law (*Public service Act, 1994*) women are not immune in the arrangement. In dealing with Provincial legislation for regulating gender equality in municipal personnel provision and utilization, the head of department, who is responsible for administration and management of his or her department, there are some basic principle which have to be adhered to in developing and forum lasting such strategy. This may include the following: the recruitment should be targeted for maximum accessibility.

Municipal by-laws for regulating gender equality in municipal personnel provision and utilization, firstly personnel (also known as human resource) according to (Cherington, 1995:5) as are an important human resource in the work situation as without personnel public institution operating even if the other resource such as land and capital are available. (Cloete, 1986:2) writes that “Administration is the joint action taken by two or more persons to make goal realization possible he classifies the steps of the Personnel process in to for different categories namely: Personnel Provision, Personnel Training and Development and Personnel Utilization, Personnel Provision refers to the creation of work units such as department, divisions, sections and posts. It may be inferred that the Municipality does no encounter problems when it comes to enforcing these by-laws

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

South Africa is one of the most unequal countries in the world in terms of gender equality. It is often characterised as the most unequal country, but that is incorrect. A number of countries, for example Namibia, Nigeria, Seychelles, etc. have higher gini coefficients (the measure most often used to measure income distribution). There are a number of other countries that are very unequal some major oil producers for example, for obvious reasons, choose not to measure or to document the extent of their inequality.

Inequality is an unfair situation in which some people have more rights, access, or better opportunities than others. Unlike the phenomenon of poverty, which concentrates on the situation of those at the bottom of society, inequality shows how resources are distributed across the spectrum. This gives a picture of the difference between average income, and how much poor and rich people earn, and highlights how well different member states share the income they produce. Research design is the basic document which guides the data collection and analysis phase of the research. It is the framework which specifies the type of data to be collected and procedure to be followed. According to Mouton (2001: 35), research design and methodology involves the application of a variety of valid knowledge and is committed to the use of objective methods and procedures that will increase the likelihood of attaining validity. The study will follow the following scientific methodology to collect, analyse and process data.

Every research project is prompted by an existing problem in society and in order to have answers and find solutions, if there are ever to be solutions to human problems, one has to put a hypothetical question that requires an answer. The answer is either yes or no. One arrives at the yes or no by designing research that is methodical. The purpose of the research in the current instance was to investigate Gender Equality in the Provision and Utilisation of women Administrative Personnel of the Camdeboo Local Municipality and the Inxuba Yethemba Local Municipality.

In doing so, it should look into the theory that underlines the Comparative study of both local municipalities, and the background of the problem. This chapter describes and explains the methodology and the overall design of this comparative study. Gender Equality in the Provision and Utilisation of women administrative Personnel in the Camdeboo Local Municipality and the Inxuba Yethemba Local Municipality were a human activity looking at an existing problem.

The theoretical base or framework for Gender Equality in Public Administration was described in chapter two. The description of the instruments that were going to be used in a comparative study of Camdeboo Local Municipality and the Inxuba Yethemba Local Municipality, had to be done in a scientific, structured, and purposeful manner. This could not be done without soliciting requisite permission to conduct the research from all the stakeholders involved. The scope and magnitude of the whole study would also be a focal point but more importantly, the research design and methodology to be used to collect data would be described and explained in detail. The importance of adhering to the prescribed ethical considerations and time frame of the study would be mentioned and discussed. The following research aims have been set out or outlined for this chapter. Firstly, the chapter describes and explains the trajectory and methods that were used to obtain permission from the Camdeboo and Inxuba Yethemba Local Municipalities to conduct the research within their boundaries. Secondly, the chapter explains the delimitation of the study and qualitative research. The features of the survey area are also discussed. Thirdly, the research design is explained. Special reference is made to the research strategy, target population and sample details, fourthly, the Chapter describes and explains the research methodology that have been used in the study. Special or due attention is given to questionnaire details; data collection or procurement data analysis techniques, and limitations details; as well as the identification of the shortcomings of the researcher. Permission to conduct the research within the Camdeboo and Inxuba Yethemba Local Municipalities were obtained as follows:

3.2 PERMISSION TO CONDUCT RESEARCH.

People are always sceptical and suspicious about research or the presence of researchers in their midst. They relate research to a fact- finding and exposure to their shortcomings

(Mouton, 2001). Official permission had to be sought with the Municipal authorities of Camdeboo and Inxuba Yethemba Local Municipalities before any research could be carried out. This would help to ease any existing tensions between the researcher and the targeted community; the trust and co-operation of the affected citizens would be attained. The researcher wrote letters requesting permission to conduct research in these two selected municipalities in which he explained the purpose of the research, the nature and scope of the research topic and the benefits that would accrue out of this academic exercise. Both municipalities responded in the affirmative. The letters were sent to Camdeboo Local Municipality by the researcher on the 20th May 2015 and formal permission to conduct this research was received on June the 1st 2015. Another letter was sent to Inxuba Yethemba Local Municipality for permission to conduct research on May 28th 2015 and formal correspondence to conduct this research in this area was received on July 1st 2015. (See supplement A and B).

3.3 DELIMITATION OF THE STUDY

Every research is time and place bound. This is due mainly to time constraints and limited resources at one's disposal. Therefore, it became necessary to explain the boundaries or parameters of the study. Delimitation can be explained further as follows:

3.3.1 The Survey Area

Municipalities operate in the third sphere of Government. Municipal authorities are required by the *Constitution of the Republic of South Africa 1996*, as amended to structure and manage their administration and budgeting so that the planning process accords priority to the basic needs of the community and also to promote socio-economic development of the community (section 40 and 153 (a)). Municipalities have for the above purpose, been classified into three different categories. These are the Category A Metropolitan Municipalities, Category B Local Municipalities and Category C District Municipalities (*Constitution of the Republic of South Africa, 1996 Section 115 (1)*). The survey area will constitute two local municipalities in the Province of the Eastern Cape, namely the Camdeboo and the Inxuba Yethemba Local Municipalities. The following map depicts the geographical survey of the area that is at the centre of this study.

3.1 MAP OF THE CAMDEBOO LOCAL MUNICIPALITY AND THE INXUBA YETHEMBA LOCAL MUNICIPALITY



Figure 3.1: Map of the Camdeboo Local Municipality and Inxuba Yethemba Municipality

KEY: Districts	
1	Camdeboo Local Municipality
17	Inxuba Yethemba Local Municipality

The Camdeboo Local Municipality whose seat of government is in Graaff Reinet, is 106km away from Middelburg in the north, 148km away from Cradock which is in the east. On the south is situated Port Elizabeth which is a coastal city, 258km away from Graaff Reinet. Cradock is 148km away from Graaff Reinet in the east, whereas Somerset East is 115km west of Graaff Reinet. Port Elizabeth is a coastal city and the capital of the Nelson Mandela Bay Metropolitan Municipality with well-developed and properly maintained beaches, magnificent hotels, B & B's and holiday resorts. Port Elizabeth is a friendly cosmopolitan city well known as one of the most popular holiday destinations in South Africa. Approximately 50km away from Port Elizabeth, is the Addo Elephant Park. (Eastern Cape Tourism Board).

Middelburg, Cradock, and Somerset East are largely farming areas and the landscape is defined by mountains, hills, rivers and valleys with beautiful scenery and adventurous sites. Farmers in these areas have specialized in livestock or pastoral farming. This fully explains why there is always sheep -shearing and mohair exportation in these areas. Biltong (popular, dried, spiced and tasty meat) is also always on sale in these local municipalities. Cradock is its headquarters. On the north of Cradock is situated Queenstown which 147 km away. Graaff -Reinet is on the South which is 148km away from Cradock. Middleburg, which

lies in the east, is 110km away, whereas Cookhouse is 80km west of Cradock. These areas have a significant landscape with Cookhouse and its surrounding areas making use of a wind farm which generates electrical energy as a supplement to complement or augment that supplied by Eskom. The establishment of the wind farm project has been a tremendous success because this area is too windy (Eastern Cape Tourism Board).

TABLE 3.1 DETAILS OF THE CAMDEBOO MUNICIPALITY POPULATION CENSUS 2011.

According to 2011 Census, Camdeboo has a total population of 50993 made up as follows:

Population Group	%
Coloured	65
Black	25
White & other	10
Male	49
Female	51
Youth	33

Table 3.1 shows the population census and its percentage distribution according to each population group in the Camdeboo Local Municipality in 2011. Sixty Five percent (65%) of the population were Coloureds, twenty-five percent (25%) were Blacks and only ten Percent (10%) of the population were Whites. It could be deduced that the Camdeboo Local Municipality was predominantly occupied by the Coloured Community. This was followed by the Black population. The White community were the minority. This explains why the main language spoken by the citizens of this municipality is Afrikaans. This statistics could further explain why there were more Coloured citizens in the employment than any other population group. It could also be inferred that in 2011, fifty one (51%) of the population in this municipality were female as against forty-nine (49%) male. Thus, the total female population exceeded that of the male population by two percent (2%).Based on these

statistics, one would expect at least, an equal number of female and male to be employed in the administrative section in the Camdeboo Local Municipality.

The official unemployment rate stood at 30% out of the 8499 economically- active youth, 39% were unemployed.

TABLE 3.2 REVENUE: CAMDEBOO LOCAL MUNICIPALITY

The Total operating revenue increased from R227.03m in 2014/2015 to R235.01m in 2015/2016 in the Camdeboo Municipality. This represents a growth of 3.4%. Table 3.2. This reflects a breakdown of the major sources of revenue for the budget period from 01 July 2015 to 30 June 2016.

Revenue item	2014/15 Budget	2015/16	Year-on-year
Property Rates	23658	24793	4.80%
Services charges	11773	130135	10.53%
Investment revenue	2840	2976	4.80%
Transfer-operational	75849	69577	-8.27%
Other own revenue	7180	7525	4.81%
Total	227263	235007	3.41%

Table 3.2 depicts the total operating revenue of the Camdeboo Local Municipality for 2014/15 and 2015/16 on budgeted items. The Municipality anticipates to collect property rates of up to R23.6m in 2014/15 financial year and about R24.7m in 2015/16 which could bring an increase of 4.8% year-on-year-budgeted revenue for service charges increase from R11.7m in 2014/15 to R130.1m in 2015/16

financial year showing an increase from R2.8m in 2014/15 to R2.9m in 2015/16 budget year showing an increase from R75.8m to R69.5m from 2014/15 to 2015/16 indicating decrease of 8.27%. Revenue from other items would increase from R7.1m in 2014/15 to R7.5m in 2015/16 financial year showing an increase of 4.8%. It could be deduced that the budgeted

revenue on all items increased from 2014/15 to 2015/16 year-on-year expect transfer operational revenue.

TABLE 3.3 COMPARATIVE STUDY DETAILS OF CAMDEBOO LOCAL MUNICIPALITY

Details	2012/13	2013/14	2014/15
Population	42786	47961	50903
Municipal Employees	418	475	491
Capital Budget	20 413 180	25 370 188	33 278 713
Operating Budget	15 492 615	18 290 953	21 159 722
A number of Women in Administration Personnel	38	56	115
A number of male in Administrative Personnel	49	56	124
Municipal Mayor	Mr D. Japtha	Mr D. Japtha	Ms.Hanne Makoba
Municipal Manager	Mr.M. Langbooi	Mr.M.Langbooi	Rev N. Pietersen

Table 3.3 Shows the details of personnel and capital budget from 2012 to 2015 in the Camdeboo Local Municipality. Out of 418 Municipality employees in 2012/13 38 were women in administration personnel as against 49 of their male counterparts. During 2013/14 financial year out of 475 Municipal employees, 40 were women as administration personnel as against 56 males. In comparison, 431 obvious that the number of male

administrative personnel employed in the Camdeboo local municipality also the municipality operating budget increased from R20 413 318m in 2012/13 to R25 370 188m in 2013/14 and then R33 278 713m 2014/15. It could be further deduced that even though the number of male administrative personnel still exceeded that of female administrative personnel increased from 2012 to 2015, the number of male administrative personnel over same period by 3.8%.

TABLE 3.4 INXUBA YETHEMBA - % ECONOMIC ACTIVE POPULATION

Population Group	Economically Active population in 2013
African	20%
White	46%
Coloured	35.6%
Asian	47.4%

Table 3.4 depicts the percentage of economically active population groups in 2013 in the Inxuba Yethemba municipality. 20% of the African population were economically active, 46% Whites were economically active, 35.6% the coloured population were economically active and 47.4% Asians population were more economically active. It could be deduced that Asians were more economically active than all the population groups, followed by Whites. Africans were the least economically active population group. This is because Africans lack the requisite skills. The Inxuba Yethemba Local Municipality should focus on skills development and acquisition in the coming years to make more Africans employable.

TABLE 3.5 COMPARATIVE STUDY DETAILS OF THE INXUBA YETHEMBA LOCAL MUNICIPALITY

Details	2012/13	2013/14	2014/15
Population	47215	51916	56239
Municipal Employees	532	598	617
Capital Budget	R32 474 000.00 m	R38 978 000.00 m	R49 992 000.00 m
Operating Budget	R22 316 200.00 m	R27 419 118.00 m	R38 472 618.00 m
A number of Women in Administrative Personnel	47	53	97
A number of Male in Administrative Personnel	68	71	104
Municipal Mayor	Mrs N. Goniwe	Mrs N. Goniwe	Mrs N. Goniwe
Municipal Manager	Mr. MS. Tantsi	Mr. MS. Tantsi	Mr. MS. Tantsi

Table 3.5 indicates comparative study details of the Inxuba Yethemba Local Municipality for 2012 to 2015. The population of Inxuba Yethemba Local Municipality stood at 47215 in 2012/13, 51916 in 2013/14 and 56239 in 2014/15. It could be deduced that there was a 4.8% increase in population from 2012/13 to 2013/14 and 45 increase in population from 2013/2014 to 2014/15. Secondly, there was an increase in the number of municipal employees from 532 in 2012/13 to 598 in 2013/14 and then to 617 in 2014/15. This showed an increase trend in the number of citizens employed in the Inxuba Yethemba Local Municipality. Thirdly, there was an increase in the 2012/13 to R38 978 000.00m in 2013/14 and then to R49 992 000m in 2014/15 financial year. Also the municipal operating budget increased from R22 316 200m in 2012/13 to R27 419 118m in 2013/14 and then to R38472

618m in 2014/15. This showed an increased trend. Furthermore, 47 women were employed as administrative personnel in 2012/2013. This increased to 53 in 2013/14 and then to 97 in 2014/15. Comparatively, the number of male administrative personnel had increased from 68 in 2012/13 to 71 in 2013/14 and then to 104 in 2014/15. It could be deduced that even though both male and female administrative personnel in the Inxuba Yethemba Local Municipality had increased from 2012 to 2015, the number of women administrative personnel increased at much faster rate than their male counterparts.

3.3.2 Theoretical Scope

The study deals with the personnel or human resources processes as one of six administrative processes and concentrate on personnel provision and personnel utilization. Firstly, each of these two sub-process consists of specific consecutive steps namely: personnel provision, human resources determination, filling of posts, recruitment of personnel, selection of personnel, interviewing of candidate, appointment of personnel, placement of candidates in vacant posts and transfer and promotion of personnel.

Secondly, it focuses on personnel utilization namely: training and development, leading and leadership, maintaining discipline, counselling of subordinates, and mental consultation and collective bargaining. Thirdly, the study would be based on basic and applied research. Basic research seeks the understanding of fundamental nature of social reality whilst applied research seeks to understand and address specific practical issues. (Neuman 2006:250 and Luyenge 20:16) lastly, the study is evaluative and comparative in nature and is based on the specific feminist theory, the expectancy- volume theory and the system theory.

3.3.3 Time-frame of the study

The Study will take approximately three years to complete, i.e. from February 2013 to December 2015. The main reason for that long could be attributed to lack of time due to the researcher's engagement in fulltime employment, staying away from campus as well as financial implications

3.4 RESEARCH DESIGN AND METHODOLOGY

3.4.1 Research methods/approaches

Varies research methods and approaches can be used in social research. In this study the mixed methods research approach used to collect data. It is important to understand the rationale behind mixed research methods.. However, it is believed that areas of research inquiry can be addressed through triangulation of quantitative and qualitative data. (Nueman 2011: 194 – 165) writes that triangulation is looking at the phenomenon from multiple points of view that improves accuracy and it is also a mixing of quantitative and qualitative research approaches. Abbott (2003: 11) maintains that the heat of effective work performance whether it is quantitative or qualitative “is a puzzle and an idea” that attempts to solve a puzzle or answer a question. There are two basic types of research approaches. These are quantitative and qualitative research approach.

3.4.1.1 Qualitative research

Qualitative research reflects approaches to knowledge production, making use of qualitative data, which are not expressed in numbers. It includes photographs, painting, drawings and pictures (Struwig, 2004: 41 and Tesch, 1990:55). A qualitative approach attempts to understand the viewpoints of the respondents interrupt data and describe the social setting of the respondents so that their views are not isolated from particular context (Ghaun and Graonhing 2005:58)). In this study both the qualitative and quantitative approaches were examined to consider the differences between the approached, and to decide up the applicability of either one of the approaches, or a combination of the two. In this regard, De Vos et al (2002:81) writes that there is general agreement amongst most authors that human science in reality employs both qualitative and quantitative methodology- “Sometimes consciously, sometimes unconsciously.” The research methodology used in the study can be explained as follows:

3.4.1.2 Quantitative research

Quantitative research requires that the data collected be expressed in numbers. There are three methods that can be used to conduct quantitative research. These are descriptive, exploratory ,and experimental according to Struwing (2004; 41). One of the main differences between a quantitative and qualitative approach is the concept that quantitative researchers wish to generalize their findings, whilst qualitative researchers are more concerned about the context in which the phenomena occur (Trachim & Donnelly, 2008:146). In addition to the above, there is a difference between the traditional concepts of validity and reliability between the two approaches, stating that the qualitative approach

makes use of concepts such as credibility, transferability and dependability. In their search for definition for “mixed methods”, Turner and Onwuegbuzie (2007:129) have critically analysed definitions of nineteen (19) leaders in the field of mixed methods of research and conclude as follows: “Mixed methods research is an intellectual and practical synthesis based on qualitative and quantitative research” It is in fact that third methodological or research paradigm. It recognized the importance of traditional quantitative and qualitative research but also offers a powerful third paradigm choice that will provide the most informative, complete, balanced and useful research results. It is important to emphasise the mixed methods research is the research paradigm that partners with the philosophy of pragmatism in one of its forms (left, right, middle). It also follows the logic mixed methods research including the logic of the fundamental principle and any other useful logic imported from qualitative or quantitative research that are helpful for producing defensible and usable research finding. Again, it relies on qualitative and quantitative view points, data collection, analysis, and inference techniques combined according to the logic of mixed methods research to address one’s research questions. By using principles from both the quantitative and qualitative approach, the researcher will be able to provide a better understanding of the problem under investigation. Kluwer et al (2014:340) summarise the advantages of mixed methods research as follows:

- Both the qualitative and quantitative approaches are complementary.
- The complexity of the phenomenon can be parochially used to address pressing research questions not only to focus on approach.
- Progress on the topic tends to be incremental in that the qualitative finding can generate hypotheses to be tested while quantitative findings need clarification through in depth probing or ethnographic interviews.
- It enhances validity in that the triangulation of methods can provide opportunities for testing alternative interpretations of the data and also for testing an extent to which the context helped to shape the results.

According to Neuman (2011: 162) even though the mixing approach has more advantages it also has disadvantages. Some of the disadvantages are that it adds to time-consuming. The main purpose of embarking on a mixed methods approach in this study is that it enables the researcher to apply triangulation during data analysis through convergence verification of the information and to use the quantitative and qualitative results to seek explanation, augmentation and clarification of findings. It is believed that the combination of both the qualitative and quantitative approaches

will provide the best understanding as to whether the policies implemented to address gender inequality in the provision and utilization of women administration personnel has been successful.

3.4.2 Research Strategy

A good research would always involve the use of the standardized methods, techniques and strategies in pursuit of valid knowledge which is committed to the use of objective methods, procedures, and techniques that will, inter alia, increase the likelihood of attaining validity. The strategy to be used shall involve a survey. Two types of research are found, namely: a quantitative and qualitative research approach, quantitative research requires that the data collected be expressed in numbers. Information can be quantified. Various factors will influence it. The methods used to conduct the quantitative research are exploratory, descriptive, and experimental (Struwing, 2004:21). Qualitative research reflects approaches to knowledge production and this type of research uses qualitative data, which is not expressed in numbers. Qualitative research data includes words, pictures, drawings, paintings and photographs (Struwing, 2004:4 and Jesch 1990:55). A qualitative approach attempts to understand the viewpoints of the respondents, interpret a data and describe the social setting of the respondents so that their views are not isolated from particular contexts (Ghauni and Gronhaug. 2005:58)

In this study both the quantitative and qualitative approaches were examined to consider the differences between the approaches, and to decide upon the applicability of either one of the approaches, or a combination of the two. There would be a targeted population group through sampling who would complete a well-designed questionnaire according to how they have been categorized, namely: the municipal stakeholders of Camdeboo Local Municipality, such as 10 men respondents and 15 women respondents, 10 men, 15 women from Inxuba Yethemba Local Municipality.

In this regard, (De Vos et al. 2002:81) write that there is general agreement amongst most authors that human sciences in reality employ both the qualitative and quantitative methodology. It is therefore necessary to work with a few people selected in a scientific way and these selected people will make up the sampled population.

3.4.3. Target Population

It would be an expensive, tedious and complicated exercise to conduct research on all the population living in all the municipalities in South Africa, or even in the municipalities in South Africa or even in the entire Eastern Cape. The concept “population”, is used to describe and explain any group of people or objects having the same or common characteristics (Polit and Hungler, 1993:442) Brynard and Hanekom (1997:43) write that “population “refers to object-Phenomena cases, events and activities which the researcher would like to study to identify data.

A population must be explained in very specific terms to include only those sampling units with characteristics that are relevant to the problem (Wagners. 199:4) The population that is targeted is the significant pool of cases to be studied. Bless and Higson-Smith (1995:87) explain a target population as a set of elements that the researcher focuses on and to which the results obtained by testing the sample should be generalized. The target population in this study consists of the:

- Camdeboo Local Municipality select 10 men administrative respondents and 15 women administrative respondents.
- Inxuba Yethemba Local Municipality select 10 men administrative respondent and 15 women administrative respondent.

3.4.4 Sampling Details

Sampling refers to a situation when sub-group of a population is selected from a larger population using a statically formula. It is vital to understand that a representative sample is drawn from a target population. All sampling inquiries are aimed at discovering something about a particular population. A sample is required because it is not always feasible or possible to study a population in its entirety.

It’s time consuming, apart from producing a massive amount of data, which would be difficult to process, analyse and interpret (Arkava and Lane, 1989:157). A sample should be drawn in such a way that it is representative of all the members of the population (Wegner, 1999:4). However, Polit and Hungler (1993:184) write that the larger the sample, the more representative of population it is likely to be.

It can be deduced that the sampling procedure must be designed so that the sampling procurement must designed so that samples of the actual population is determined accurately and consistently and reflect s the concentrations of the population at the time and place of research. This assertion is confirmed by Nel (2001:345). Sampling theory

distinguishes between probability and non-probability. The sampling methods (Bailey 1982:91) the characteristics of each method are as follows:

- a) Probability sampling is a selection of subjects drawn from a population using random procedures, for example, stratified sampling, and systematic sampling (Polit and Hungler 1993:443). Probability sampling methods are the most commonly used because the selection of respondents is determined by chance. This method provides known, equal and calculable chance than? each subject of research (Salkind 1997:97), Bless and Higson-Smith (2002:87).
- b) Non-probability sampling is where the likelihood of selecting any member from the population is not known. It consists of methods such as purposive sampling, quota sampling, and theoretical sampling.
- c) Non-probability sampling is the selection of sampling units from a population using non-random procedure (Neuman, 2006:220). These techniques are appropriate for this study and both the probability method and the non-probability methods were used. Because of this requirement the samples used in the study will be randomly and non-randomly selected.

3.4.4.1 Sample Design

Three samples were used in the study and in order to hear all sides, four separate questionnaires were distributed to the identified respondents at the Camdeboo Local Municipality and Inxuba Yethemba Local Municipality. The research ensured that all the respondents completed the questionnaires and handed them over upon request of convenience, effectiveness and reliability the research has made use of stratified random sampling, multistage sampling as well as probability sampling. According to Neuman, (2007:178) situation with specific purpose. This same notion was supported by Neuman (2011: 267-8) who reveals that purposive sampling considers experts in the area and is valuable for special situations also, Leedy and Omrod (2005:206) assert that purpose implies a particular purpose or appropriation for research problem and the research must provide a rational explanation for selecting the particular sample of participants, study seeks the evidence or knowledge needed to know a social phenomenon and addresses a particular problem. In this type of sampling a multistage cluster sampling is preferable.

3.4.4.2 Multistage Cluster Sampling

A multi-stage cluster sampling is particularly used when the population is too large and scattered for it to be practical to make at least stratified random sampling.

A multistage cluster sampling involves a lay-out of the primary cluster, random sampling, and a layout of the secondary cluster. This method of sampling makes use of randomly choosing clusters as well as choosing a subject from each cluster. It is known as multistage because there are 'multiple' stages or steps to creating the sample. The first stage in multistage sampling is the same as in cluster sampling. Out of forty-five local municipalities in the Eastern Cape Province, two local municipalities were selected for the survey i.e. Camdeboo Local Municipality and Inxuba Yethemba Local Municipality. A further sampling needed to be done to choose a certain number of stakeholders in each local municipality, such as, municipal political office bearers and chief officials, since it was not possible to involve more than hundred thousand people in the survey in these municipalities.

The advantage of multistage cluster sampling is that it allows the researcher to choose more clusters. Secondly, cluster sampling works well wherever there are natural divisions, or clusters in a population. For example, provinces in a country, district municipalities in a province, Local Municipalities in a district and stakeholders in a local municipality. A multistage cluster is not without drawbacks. Even though it is a simple and elegant way to choose a sample, it might not always work well. The researcher lives and works in the Camdeboo Local municipality which is closer to Inxuba Yethemba Local Municipality and as such, he is quite aware of the problem of Gender inequality in the Provision and utilization of Women administrative personnel in these two local municipalities. Had it not been so, he might have chosen other municipalities which might not necessarily have gender issues with respect to the provision and utilization of Women administration personnel. The sample size therefore becomes vital.

3.4.4.3 Sample Size

This refers to the number of people in each sample category. The sample size must conform to statistical precision and Industrial standards to avoid any bias or oversight. The research was conducted on different categories of respondents as indicated below in the following table:

Category	Respondents/ Sample	Sample Size
A	A Camdeboo Local Municipal select 10 men administrative respondent and 15 women administrative respondent	25
B	Inxuba Yethemba Local Municipal select 10 men administrative respondent and 15 women administrative respondent	25

To the above table the survey was conducted firstly on the Camdeboo Local Municipality to select 10 men administrative respondents and 15 women administrative respondents. Secondly, on the Inxuba Yethemba Local municipality to select 10 men administrative respondents and 15 women administrative respondents.

3.5 DATA COLLECTION

Data collection instruments and methods instruments aims specifically at producing data that is of exceptional quality. This requires critical decisions about data collecting methods and procedures. (Polit and Bech, 2014.143). The different methods of collecting research data is what is known as research instruments. Triangulation of methods also evaluates the actual procedures used to collect and record data.

Since the design of study was qualitative and quantitative in nature, questionnaires, public documentation and newspapers, were used to collect data. This documentation method was considered necessary because in qualitative research is comprehensive observation

that aims to discover the subject's experience and how subjects make sense of them are most convenient. This is called field research:

- a) Field research is a process whereby sense is made out of an ongoing process, where initial observation usually gives rise to further observation. It is phenomenological in nature in that the researcher will get what he sees. It is appropriate here because the municipal officials of both municipalities had to be interviewed.
- b) Secondly, human behaviour according to Wellman and Kruger (1999:189) is best understood in the context in which it occurs, hence one understands there is a context-free conclusion in research. Instruments used for data collection may be described as follows:

3.5.1 Questionnaire details and design

A questionnaire according to Collis and Hussey (2003:173) may be described as a method for collection of primary data where a list of pre-structured questions are given to a chosen sample to elicit reliable responses. Questionnaires and interviews are systematic ways of asking questions under scientific control. Again, Barbie and Mouton (2001:233) writes that "although the term questionnaire suggests a collection of questions, a typical questionnaire will probably contain as many statements as questions"

"To be effective a questionnaire needs well-planned questions and logical structure with a flow from question to question. A radical jump between topics will disorientate the respondent and accordingly influence the answers given. A questionnaire consists of different parts. The administrative part consists of data address etc. If needed. The classification part consists of race, gender, age, marital status, occupation etc, if needed. The subject matter of the enquiry section included in the questionnaire are of paramount importance. The researcher should take cognisance of the following.

- a) The questions should be clear, unambiguous and straight to the point. for example, do not ask the question, "How much money do you make?" without stating the time period, or specifying whether it is before or after tax. In that case, different people may interpret the questions differently. The questions should make it clear whether you want an opinion or a factual answer.
- b) Make sure the questions are unbiased.
- c) Do not express your feelings or be judgemental when phrasing the questions.
- d) Do not ask for a name for the sake of confidentiality.

e) Allow respondents to tick (✓) or circle options provided

The questionnaire used in the study was self-administrative and handed, mailed or e-mail to the respondents for completion. Questions used in a questionnaire should be structured or unstructured.

3.5.1.1 Structured questions

The Structured direct questionnaire requires the questions to be asked with exactly the same wording and in exactly the same sequence for all respondents (Polit and Hunger, 1993:442 and Bailey 1982:123).

Structured questions are also known as closed-question. These are types of survey questions in which the respondents choose from a fixed set of answers. Structured or close ended questions give the respondent a series of possible answer from which one must be chosen. This approach makes it easy to record the required information and reduces the possibility of lies or even denial.

3.5.1.2 Unstructured questions

These are open-ended questions. The open-ended questions allow the respondent to give his or her own opinion in his/her own words and to express any thoughts which he/she feels and to express any thoughts which he/she feels are appropriate to the questions as a result, depending on the nature of the question and the interest of the respondent, answers may differ a great deal in length and detail. It is important to state that open-ended questions do not restrict the respondent's answers to established alternatives. The respondent, selects one or more of the specific categories provided by the researcher. Both structured and unstructured questions were used in the Liker five-point such questions.

3.5.1.3 Liker five-point sealed questions

In each questionnaire questions were scaled by using a simple category scale known as dichotomous scale which may be described as a class of quantitative data measures often used in survey research that captures the variable constructs along a continuum (Neuman, 2006:207). The type of summated scale used in this study is the "Yes" or "No" true or false

questions and the Liker-Scaling where the respondents are asked to respond to five items in terms of several degrees of agreement or agreement.

The Liker Scaling may be stated below as:

1. = Strongly Disagree
2. = Disagree
3. = Neutral
4. = Agree
5. = Strongly agree

The next item to consider is pilot, or pre testing.

3.5.1.4 Pilot Study

The Pilot study is equal to pre-testing. It was necessary to issue a few questionnaires to some categories or sample of respondents to complete. Five questionnaires of Supplement was given to

citizens of Camdeboo Local Municipality and Inxuba Yethemba Local Municipalities (five each) to complete. Quick responses were received from all the fifteen respondents. This indicated to the researcher respondent's readiness and commitment.

The questionnaire statistical details can be set out as follows:

Neuman, (2006:295) writes that "the failure to get a valid response from every sample respondent weakens a survey " Barbie (1973:165) writes that a response figure of at least 50% should be sufficient for analysis of the questionnaires, a figure of 60% can be seen as "good" and a figure of 70% as a "very good". It can be deduced that if the Pilot test gives these good results then the actual response rate in the study will be acceptable from pilot study followed the distribution and collection.

3.5.1.5 Distribution and Collection of Questionnaires.

Supplement A: Ten questionnaires were given to male administrative respondent, and fifteen to the women administrative of Camdeboo Local Municipality.

Supplement B: Also ten questionnaires were given to male administrative respondents and fifteen to the women administrative respondent of Inxuba Yethemba Local Municipality .

3.5.1.6 Data Analysis

The purpose of data analysis and interpretation is to present the findings of the research to analyse and interpret the collected data and to determine whether or not the legislation regarding gender equality as for the provision and utilization of women administrative personnel has been violated by the selected municipalities.

Both manual and electronic processing have been used in collecting and processing data. Data sources such as Statistics South Africa, Human Sciences Research Council and media reports that are reliable are considered in supporting the research. However, what is required here is the with the overall picture as against relying on a piece meal data rather than the individual demographic data. In analysing the data there was summarization of data by grouping it into meaningful probations. Items which have similar patterns, features and interest were classified into the same group. This was done for the purpose of comprehensive data analysis.

Data was presented in a clear way by posting it in a tabular form. Graphical techniques such as histograms, the ogive, charts, pie charts, multiple bar graphs and pictorial display categorical data from qualitative vender. These charts compare the relative number of observation in different categories. The use of a key is needed to distinguish between the categories and make meaningful and accurate comparisons between any two quantitative or qualitative set of data. In addition to the above, the researcher embarked on the measures of Location or Centrality which include the mean, median and mode as well as measures of spread which included standard deviation and the quartiles. In the case of scatter graphs, the linear correlation was used. It is also necessary to make mention of the Chi-Square Formula. The Chi-Square formula, $\sum \frac{(O - E)^2}{E}$ is particularly used to determine the existence of a significant statically different? between the actual and observed frequencies (A) and the expected theoretical frequencies (E). The formula is equal to the ratio of the square of the difference between the actual, observed frequencies and the expected theoretical frequencies to the expected theoretical frequencies where.

A = Actual, observed frequencies and E = Expected theoretical frequencies. An example of how to compute a table to arrive at a value using the formula may be depicted below:

A	E	A – E	(A – E) 2	$\sum 2 \left\{ \frac{(A-E)^2}{E} \right\}$
25	15	10	100	6.67

From the above table, the Chi-Square test. This may lead to response rate.

3.5.1.7 Statistical Package for Social Science and Significant Statistical Difference

The Statistical Package for Social Science (SPSS), Mind mapping, Excel Spread Sheet and Pie Chart graphs were used for the statistical analysis. The Chi-square test (abbreviated E2 test) was used in the survey research. Madzivhandila (2006:51) writes that the Chi-square test can be used “because the dependent variables were measured on a nominal scale resulting in the obtained data being in frequencies”. The purpose of using the Chi-square test was to establish whether a Significant Statistical Difference (SSD) existed between the actual, observed frequencies (A) and the expected or theoretical frequencies (E) (Behr. 1983:80, Huysamen, 1976:89)

$$E^2 = \{(A-E)^2\}$$

(Source: Madzivhandila, 2006:51)

- This may lead to the response rate.

3.5.1.8 Response rate

According to Neuman (2006-295), “The failure to get valid response from every sample respondent weakens a survey “Barbie (1973:163) writes that a response figure of at least fifty percent (50%) should be sufficient for analysis of the questionnaire a figure of seventy percent as “Very Good”. If the pilot test shows a good percentage response rate, then it is possible that the overall response rate will also be as good as another way by which response may be obtained is by interviews.

3.5.2 Interview

An interview is a meeting in which somebody is asked questions in a systematic way. People often use interview to collect data with very detailed information using the interview process. The research used interview to collect where it became necessary. The interview were conducted either face to face or telephonically. The interviews were both structured

and unstructured. The structured interviews will make use of an interview schedule which is a formal instrument with self-report questions to be asked of respondents questions without pre-conceived views regarding content or flow of data to be collected (Polit and Hungler, 1993,438 and 448).

An interview has its own disadvantages. It is time -consuming and an expensive process. It is not always possible to interview everyone in your sample or you must base your conclusions on a very small sample. Furthermore, the researcher needed to prepare the interview questions carefully so as to collect all the data needed and to conduct a good interview. The interviewee must not feel any pressure when answering questions:

- The interviewer must not be judgemental towards the interviewee.
- Conduct the interview in a quiet location to avoid interruptions.
- Record the answers.
- Pay attention and listen attentively to the interviewee, following interview is the study of available literature.

3.5.3 Study of Available Literature

The analysis study of public documents are a valuable source of information Neuman (2011:125) asserts that information is found in various source such as dissertation government documents and policy reports all available and applicable primary and secondary source on the study topic were used.

Legislation minutes and reports constituted primary sources. These documents refers to laws enacted by Parliament subordinate legislation of the provinces and municipal by-laws. On the other hand, textbooks, journals and articles constitute the secondary sources. The research has applied any relevant legislation relating or applicable to “the research topic. The validity and reliability of the study is to be considered next”.

3.6 Validity and Reliability of the Study.

The principles of validity and reliability are fundamental cornerstones of the scientific methods. Together they are the core of what is accepted as scientific proof validity encompasses. The entire experimental concept and establishes whether the results obtained meet all the requirements of the scientific research method. The idea behind reliability is that any significant results must be more than a one-off finding and be inherently repeatable. In other words, other researchers must be to perform exactly the

same experiment under the same conditions and generate the same results. This will reinforce the finding and ensure that the under scientific community will accept the hypothesis. This may lead to the validity requirement.

3.6.1 Validity requirement

For the data to be valid, there must be randomization of the sample groups. An appropriate care and diligence should be shown in the allocation of controls. Internal validity dictates how an experimental design is structured and it encompasses all of the steps of the scientific research method. In addition the above, always consider pilot testing your instrument with the target population of the research. Again have experts in the area of the research check or provide guidance on the data collection tools. It is imperative that the test you select will collect data on the types of skills your research is targeting. The face validity is also vital to consider.

3.6.1.1 Face Validity

Face validity is also known as content validity. In content validity, you essentially check the operationalization against the relevant content domain for the construct. This approach assumes that you have a good detailed description of the content domain here the research had clearly defined his domain which was equality in the provision and utilization of Women Administrative personnel following face validity is criterion related validity.

3.6.1.2 Criterion-related Validity

In a criterion-related validity, you check the performance of your operationalization against some criterion. The difference between criterion related validity the criteria construct definition it's (A direct comparison) where as in a prediction about how the operationalization of construct. This led us to construct validity.

3.6.1.3 Construct validity

Construct validity refers to the degree to which inferences can legitimately be made from the operationalization's in your study to the theoretical constructs on which those operationalization's were based. Like external validity construct validity involves generalization construct validity involves generalizing from your program or measures to the concept of your program you might think of a construct validity as a "Labelling" issue certain steps are required to ensure that a data becomes valid.

3.6.1.4 Steps required to ensure validity:

The follows steps are required to ensure that the collected data of a survey are valid.

- It is vital to have in place control group's randomization.
- Eliminate potential casual relationships.
- Use controls and duplicate samples.
- It is imperative that the test you select will collect data on the types of skills your research is targeting.

It is absolutely vital that the data and for that matter the entire research is reliable.

3.6.2 Reliability

The idea behind reliability is that any significant results must be more than a one-off finding and be inherently repeatable. In other words other researchers must be able to perform exactly the same experiment under the same conditions and generate the same results. This will re-in force the findings and ensure that the wider scientific community accept the hypothesis, without the replication of statistic significant results, the experiment and research have not fulfilled all of the requirement of testability. This prerequisite is essential to a hypothesis establishing itself as an accepted scientific truth.

The moment observes rate certain aspects of research finding then the reliability of the text is compromised. Human judgement can vary wildly depending on many factors. Reliability is a necessary ingredient for detecting the overall validity of a scientific experiment and enhancing the strength of the results. The research has complied with both validity and reliability requirements.

3.7 Ethical Consideration

To do ethical is to conform to same acceptable professional practices. According to the Oxford Advanced Learners Dictionary (1995:395) this is a system of moral principle or rules of behaviour or conduct. Researchers are expected to follow certain norms and standards when conducting research, failure of which may render the results or findings unreliable and untrustworthy. Bailey (1982:482) writes that:

“It is generally agreed that it is unethical for research to harm anyone in the course of research, especially without the person’s knowledge and permission”

The reliability of any research finding depends on the accuracy of information and data collected. This means that: This implies therefore that in course of research the following ethical guidelines and practice were strictly adhered too and the respondents were fully informed their night.

- Anonymity. The name and personal detail of the respondents were not disclosed without the owner’s knowledge and permission.
- Plagiarism all sources of information used were acknowledged to avoid plagiarism.
- Coercion. Respondents were not coerced to divulge any confidential information.
- Honestly, the research committed himself at all times and under all circumstances to report the truth with honesty and never to present the truth in a biased manner.
- Freedom of Choice. Respondents were given freedom of choice in participating in the research through informed concert.
- Respondents were free to withdraw at any time from participation (Hanekom and Thronhill, 1997: and Salkind, 1997:41)

Conclusion

This chapter began with an introduction and permission to conduct research. Permission was given to the researcher to conduct research in the Camdeboo Local Municipality and Inxuba Yethemba Local Municipality.

Permission was sought by writing letters to the relevant local municipalities and waiting for a positive response permission was obtained and consequently official letters followed. This established trust, confidence, and support removing any fear or panic. A research design and methodology for obtaining answers to the research question and testing the hypothesis were chosen, taking into consideration the type of research. It was decided that this is both a qualitative and quantitative research project as De Vos et al (2008:181) state that human science employs both types of approaches. As stated earlier on that this is human research project so people are involved. Therefore it was necessary to select people to take in the research. As not everyone in the population could be used a random sample and non-random sampling procedure, that was representative all affected persons, was drawn

This involved both probability and non-probability sampling since some respondents just had to be included. The other respondents could not just be given the questionnaires and left on their own to answer them so for them a field research procedure, where the interviewer was used, was seen to be appropriate. This was to strengthen the validity and reliability of the responses and therefore the research. The question had to be both structured and unstructured as well as open and close-ended. The Liker five point scale we used for responses. A data analysis method was chosen by using the Chi-square formula which is utilised to determine the existence of a significant statistical difference (SDD) between A and E and an example of home to compute it was given. It also became necessary to give codes to observed frequencies so that valid arguments could be made. It can be deduce from the considerations that have been taken into account that the research will be reliable and valid. Lastly the chapter also deals with research strategy target population and sampling. It also deals directly with data collection instruments and methods which include questionnaire details and design structured and instruct used question response rate, interview validity and reliability of the study as well as ethical consideration.

In conclusion in nearly all societies, traditional roles privilege men at expense of women. Through the imposition and continuous reinforcement of rigid gender norms, society deprives women of rights, power, and resources. Traditional gender roles are a driving force behind women's lower economic status, low literacy and education, poorer health outcomes, and greater exposure to gender-based violence . For this reason, most programs that promote gender equality focus on empowering and working directly with women and girls. Indeed, Millennium Development Goal 3 is "To promote gender equality is the means. Gender equality is the results.

Gender equity cannot in fairness and justice in the distribution of opportunities, responsibilities, and benefits to men and women, and the strategies and processes used to achieve gender equality. Gender equality is equal treatment of women and men in laws and policies, and equal access to resources and services within families, communities, and society at large.

However, women are not the only ones harmed by tradition-imposed impediments. Men are also on the receiving end of gender-related biases and perceptions. Men and transgender individuals also suffer negative consequences. A girl may be forced to leave school because her family does not believe that women need to be educated. A man may engage in unsafe sex because he believes real men don't use condoms. A transgender woman may not seek much-needed health care out of fear of discrimination and stigma.

Transforming traditional gender roles is critical. The damage that is visited upon women that is assigned or conferred by tradition upon them is extensive and continues to be felt by contemporary society. Gender –sensitive mechanisms must be put in place to ensure that both men and women receive fair and humane treatment in society in general, and at the workplace. An alienating work environment militates against productivity and loyalty. Merit should supersede gender or sexual orientation at the workplace.

CHAPTER 4

CHAPTER FOUR

Data analysis and interpretation

4.1 Introduction

There had been huge disparities between male and female when it came to access to employment and remuneration before the advent of democracy in South Africa. Women were over – represented in low-paid, low-status and part-time casual employment as compared to their male counterparts within the same occupations. It is also a fact that around the globe, gender equality has made strides over the last few decades. This includes South Africa and its new democracy that promotes the equality for all those who live in it – male and female. (Freedom Charter, Kliptown, 26 June 1958)

The ruling party (ANC) has made the most significant contribution to advancing gender equality. The late former President of the Republic of South Africa Dr Nelson Rolihlahla Mandela, made a strong commitment to address gender equality when he said the following “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 out moded 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 doomed to failure”.(Beijing delaration and platform for action (1995).

These views provided a vision and indicated openness to exploring different ways to bring that vision to fruition Gender Equality, also known as gender egalitarianism, sexual equality or equality of the genders, is the view that men and women should receive equal treatment, and should not be discriminated against based on gender. This is the objective of the United Nations Universal Declaration of Human Rights.

However, we still suffer from some very strong and outdated attitude towards difference in gender and the rights of men and women explains Dr. Jacqueline De Mato Ala, Lecturer in Gender Theory at the University of The Witwatersrand’s International Relations Department. According to Dr. Jacqueline De Matos Ala, “We have good gender equality in government but that does not translate into broader gender equality nor has it really transformed the daily lives of many South Africa women. The fact is that women need sustained access through employment opportunity as well as capital to enable them pursue

entrepreneurship. More women have to be moved from the informal sector to the formal sector. Although we have witnessed form women taking up proficient roles in society such as Dr. Dlamini-Zuma as head of the Africa Union, outdated perceptions of male and female roles still remain. It is therefore necessary to institute a new paradigm that places women's empowerment as central to poverty reduction and economic development as well as providing women with the means to improve their economic well-being. Governments also need to ensure that there is full integration of gender into national development plans and macro-economic frameworks right from the diagnostic sections to implementation, monitoring, and evaluation aspects. This is to ensure that gender (equality) is budgeted for appropriately and that there is accountability for results.

The purpose of this chapter is to present the research findings, to analyse and interpret the collected data. This would lead to the evaluation of gender equality in the provision and utilization of women administration personnel in the Camdeboo Local Municipality. For a detailed and a comprehensive data analysis this chapter has been subdivided into specific sections. Firstly, the chapter explains the criteria for data analysis and its interpretation. Secondly, it explains the use of quantitative data analysis which may include the measuring of social phenomena and the drawing of conclusions about relationships between them. This is mainly concerned with numbers and may include the demographic details of respondents', age of respondents their gender distribution, respondent's home language, years of service, and academic qualifications. Thirdly, the chapter aims to investigate and evaluate gender equality with special emphasis on the provision and utilization of women administrative personnel in the Camdeboo Local Municipality.

4.2 Criteria for Data Analysis

To elicit reliable response, pre-structured and pre-tested questions were given to respondents. Both manual tabulation and electronic processing have been used to analyse this data. This is to ensure accuracy and reliability. In analysing the data, more emphasis has been placed on the broader picture instead of the individual opinion. The following criteria were adhered to:

- A careful study about the package, content and distribution of data.

- There was data classification into groups based on similarities, patterns, features and interests. This was done particularly for the purpose of a comprehensive data analysis.
- Some information was tableted to make data more readable and understandable.
- To summarise data and make it more meaningful, appropriate graphs have been used to use to convey statistic results.
- Graphical techniques such as histograms, Cumulative frequency curves, charts and multiple bar graphs have also been used to convey statistical results.
- Pie Chart, simple bar charts and multiple bar charts have been used to pictorially display categorical data from qualitative vender variables. The purpose of these charts is to compare the relative number of observations in different categories.
- To emphasise the obsolete difference between the categories of one character, compound bar graphs have been used.
- Each graph has a key. This is made to make it easier for the reader to understand the nature and composition of the various variables and features or items on the map well as the significance.
- The measures of central tendency or location which includes the mean, median, mode, the standard deviation and the quartiles have also been used in this data analysis. In the case of scatter graphs, the linear correlation co-efficient may be used.

It could be deduced that the criteria for data analysis involved data inspection, data classification and groupings. To make all these achievable quantitative data analysis was used.

4.3 Quantitative Data Analysis

According to Polit and Hungler (1993: 19) quantitative data analysis involves the measurement of social phenomena and the drawing of conclusions about their relationships using numbers. It's also involves the systematic collection of numerical data under strict control and supervision using statistical procedures. This then led to

4.3.1 Demographic details of respondents.

The personal details of respondents in the Camdeboo Local Municipality were captured from their completed questionnaires as follows?

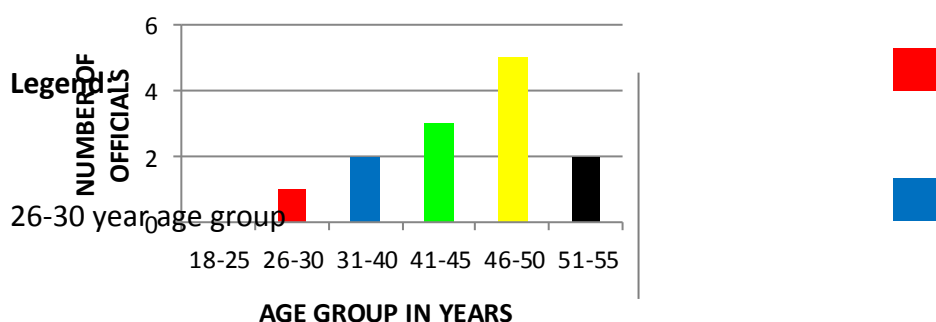
4.3.1.1 Age of respondents

The age of male respondents who were Municipal Political-Bearers and Chief Officials in the Camdeboo Local Municipality may be tableted as follows:

TABLE 4.1 AGE OF MALE RESPONDENTS WHO WERE MUNICIPAL POLITICAL OFFICE-BEARERS AND CHIEF OFFICIALS IN THE CAMDEBOO MUNICIPAL.

Age Group in Years	Tally	Frequency	%
18-25			
26-30	I	1	7.7
31-40	II	2	15.4
41-45	III	3	23.1
46-50	IIII	5	38.4
51-55	II	2	15.4
56-60			
61-65			
65- above			
			100

BAR GRAPH 4.1 - graph showing age distribution of respondents of Municipal Political Office - Barriers and Chief Officials in the Camdeboo Local Municipality



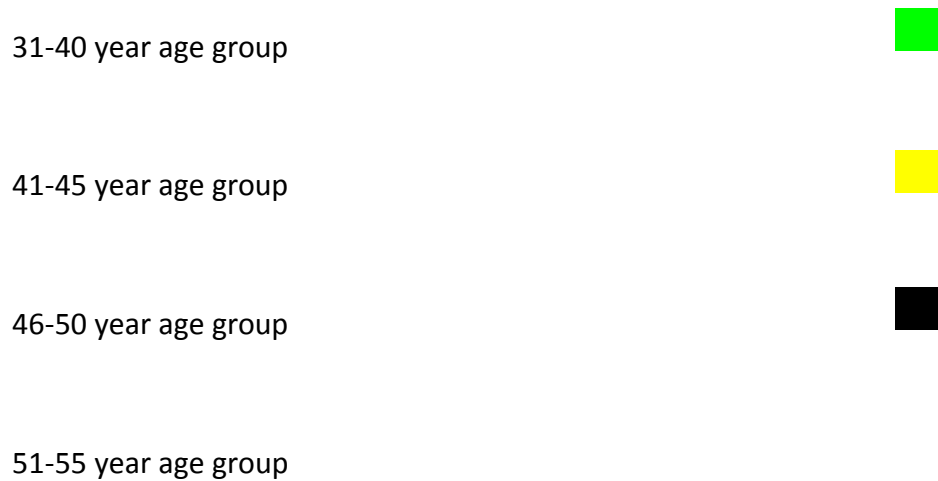


Table 4.1 shows the age distribution of male respondents who were Municipal Political Office-Bearers and Chief Officials in the Camdeboo Local Municipality. It could be inferred that the male Municipal Political Officials were aged between 25 and 55 years. None of the respondents was in the 18 – 25 year age groups. One of the respondents was in the 26 -30 year age group which constituted 7, 7 %. Furthermore, out of thirteen respondents, two of them were in the 31 – 40 year age group which was 15, 4%. Three were in the 41 – 45 year age group which constituted 23, 1 %. Also, five respondents came from the 46 -50 year age group which was 38, 4% and two of them happened to be in the 51 – 55 year age group which constituted 15, 4%. It could be deduced further male from Table 4.1 that a greater percentage of Municipal Political Office-Bearers in the Camdeboo Local Municipality were in the 46 – 50 year age group and the these employees may only be retiring in the next five years. Chances of getting employment in this municipality in the near future are very slim. There is an urgent need to consider taking the young graduates for internship programmes and engage them in the near future.

Bar Graph 4.1 likewise depicts the age distribution of the male Municipal Political Office-Bearers and Chief Officials in the Camdeboo Local Municipality. Different Colours have been used to indicate each age group as shown in the legend. It is clear from Bar Graph 4.1 that there is a total of thirteen male Municipal Political Office-Bearers and Chief Officials in the Camdeboo Local Municipality. Out of this thirteen personnel, is in the age group of 18 – 25 years, 56 – 60 years and 61 – 65 years or above. The highest number of male personnel was recorded in the 46 – 50 year age group which was five and the lowest number of male personnel was in the 26 – 30 year age group which was only one.

The age distribution of female respondents who were Municipal Political Office-Bearers and Chief Officials in the Camdeboo Local Municipality may be tabulated below in Table 4, 2:

TABLE 4, 2: AGE DISTRIBUTION OF FEMALE RESPONDENTS WHO WERE MUNICIPAL POLITICAL OFFICE BEARERS AND CHIEF OFFICIALS IN THE CAMDEBOO LOCAL MUNICIPALITY.

Female

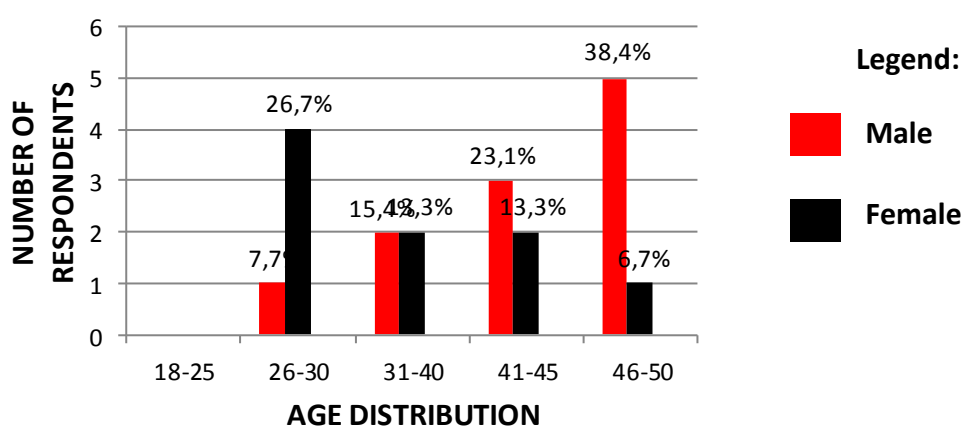
Age Group (Yrs.)	Tally	Frequency	%
18-25	-	-	-
26-30	IIII	4	26.7
31-40	II	2	13.3
41-45	II	2	13.3
46-50	I	1	6.7
51-55	IIIII	5	33.3
56-60	I	1	6.7
61-65	-	-	-
65 and above	-	-	-
		15	100

Table 4.2 shows the age distribution of the respondents of female Municipal Political Office-Bearers and Chief Officials in the Camdeboo Local Municipality. Out of a total of fifteen respondents, none of them was in the 18 – 25 year age groups. Four of the female respondents came from the 26 – 30 year age group making up of 26,7% whereas two were from the 36 – 40 year age group and 41 – 45 year age group constituting 13,3% of each . One female respondent was in the 46 – 50 year group age making up of 6, 7% whereas five were from the 51 – 55 year age group consisting of 33, 3%. One respondent was in the 56 – 60 year age group which constituted 6, 7 %.

It could be inferred that a greater percentage of women Municipal Political Office-Bearer and Chief Officials of the respondents came from the 51 – 55 year age group unlike the

respondents who were male Municipal Political Office- Bearers and Chief Officials where a greater percentage of them came from the 46 – 50 year age group. A detailed and comprehensive comparison between the various age group of both male and female respondents who were Municipal Political Office- Bearers and Chief Officials may be illustrated by compound bar graph 4.2 below.

Bar graph 4.2 is a compound bar graph showing the age distribution of both the male and female respondents who were Municipal Political Office-Bearers and Chief Officials in the Camdeboo Local Municipality



Referring to Bar Graph 4.2, red indicates the male respondents whereas black represents the female respondents 7,7% of female respondents were in the 26 -30 year age group 15,4 % male respondents and 13.3 % female respondents come from the 31 – 40 year age group. Also, 23.1% of male respondents were in the 41 – 45 year age group. Furthermore, 38, 4 % male and 6, 7% of female respondents were in the 46 – 50 year age group. It could be deduced that the percentage of female respondents exceeded that of the male respondents by 19% in the 26 – 30 year age group. Conversely, the percentage of male respondents exceeded that of female respondents by 31, 7% in the 46 – 50 year age group following the age distribution is the gender distribution of respondents.

4.3.1.2 Gender Distribution of Respondents:

TABLE 4.3 GENDER DISTRIBUTION OF MALE AND FEMALE RESPONDENTS WHO WERE MUNICIPAL POLITICAL OFFICE- BEARERS AND CHIEF OFFICIALS IN THE CAMDEBOO LOCAL MUNICIPALITY.

No. of Respondents	Percentage (%)
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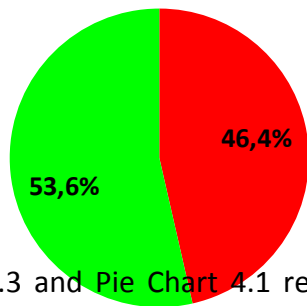
Male	13	46,4
Female	15	53,6
TOTAL	28	100

The chart below shows the percentage gender distribution of male and female respondents who were Municipal Political Office-bearers in the Camdeboo Local Municipality.

Pie Chart 4.1 Gender Distribution of respondents

Legend:

- Male Respondents
- Female Respondents



Both Table 4.3 and Pie Chart 4.1 reveal that 46,4 % of the respondent who were either Municipal Political Office-Bearer or Chief Officials were males and that 53,6% of then were females. This would then lead to the respondent’s years of service.

4.3.1.3 RESPONDENTS YEARS OF SERVICE

The years of service of male and female respondents who were Municipal Political Office-Bearers may be tabulated in Table 4.4 below:

FEMALE RESPONDENTS					
CLASS (IN YEARS)	Tally	F	CF	%	

TABLE 4.4 RESPONDENTS YEARS OF SERVICE

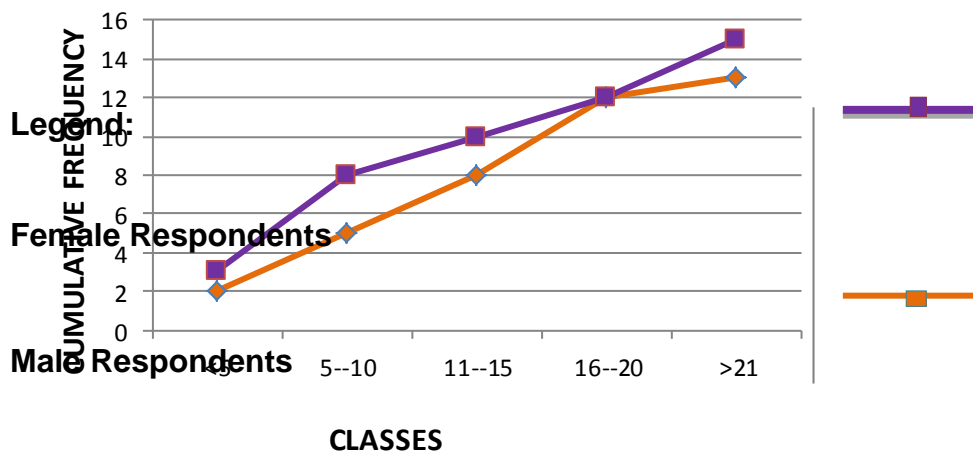
0-4	III	3	3	20
5-10	IIII	5	8	33.4
11-15	II	2	10	13.3
16-20	II	2	12	13.3
21 and above	III	3	15	20
		15		100

MALE RESPONDENTS				
CLASS (IN YEARS)	Tally	F	CF	%
0-4	I	1	1	7.7
5-10	IIII	4	5	30.8
11-15	III	3	8	23.0
16-20	IIII	4	12	30.8
21 and above	I	1	13	7.7
		13		100

Table 4.4 shows the respondent's years of service for both male and female Municipal Political Office male and female Municipal Political Office-Bearers. It could be deduced that 7,7 percent of the male respondents had less than five years working experience as against 20 percent of their female counterparts. In the same category 30.8 % of the male respondents were between five to ten years working experience whereas 33.4 percent of the female respondents were between 5 and 10 years of service. Furthermore, twenty-three percent of the male respondents were between 11 -15 years of service whereas 13.3 percent of the female respondents had between 11-15years of service. Whilst 30.8% of the male respondents had between 16 – 20 years of service, 13.3% of the female respondents had between 16 – 20 years of service. Only 7.7 % of the male respondents had twenty –one or more years of service as against twenty percent of female respondents who had either

twenty – one years of service or above. The contents of table 4.4 will be further analysed using a cumulative frequency curve as follows:

Curve 4.1 Cumulative Frequency curve on years of services on male and female respondents who were Municipal Political Office-Bearers and Chief Officials



The following could be explained and deduced from the Cumulative frequency curve 4.1 above. Classes refer to years of service attended by respondents f = frequency which refers to the number of times an event occurs, cf refers to cumulative frequency which provides a better insight and understanding as to the difference in years of service between male and female respondents. It is aimed at showing any disparity in terms of experience between male and female respondents. The cumulative frequency curve depicts that more female respondents had more work experience than male respondent. It could also be deduced that all the respondent – both male and female had enough experience at the workplace. It is expected and anticipated that the bulk of experience acquired by each employee should be directly linked to productivity and efficiency. However, despite the fact that the South African state has formally embarked on a transformative development agenda built on an evolving constitutional culture and reinforced by vibrant institutions such as the Commission on Gender Equality (CGE), the state still has to develop an integrative, all inclusive development agenda (Meer 2005):169.

4.3.1.4 HOME LANGUAGE OF RESPONDENTS

One of the easiest ways to identify a community or a group of people is the language they speak and use for their day to day communication. In the Camdeboo Local Municipality, more than one language is spoken by the citizens. The table below clearly shows the home language of the various respondents.

TABLE 4.5: HOME LANGUAGE OF MALE AND FEMALE RESPONDENTS WHO WERE MUNICIPAL POLITICAL OFFICE-BEARERS AND CHIEF OFFICIALS IN THE CAMDEBOO LOCAL MUNICIPALITY.

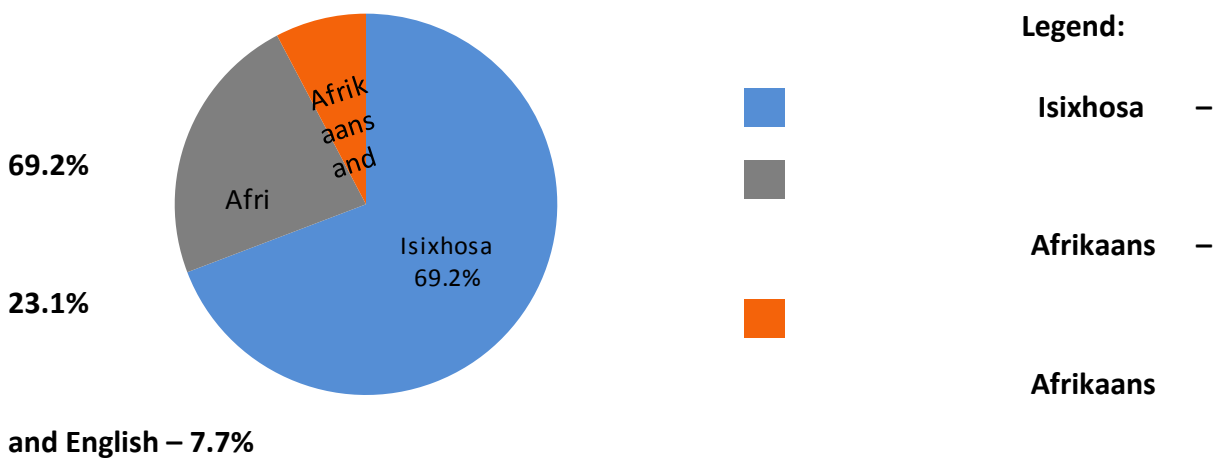
Home Language	No of male Respondents		Female Respondents	
	Number	%	Number	%
Afrikaans	3	23.1	6	40
English	-	-	1	6.7
IsiXhosa	9	69.2	6	40
Afrikaans & English	1	7.7	-	-
English & IsiXhosa	-	-	1	6.7
Other	-	-	1	6.7
Total	13	100	15	100

With reference to table 4, 5 three out of thirteen respondents who were male municipal political office-bearers (i.e.: 23, 9%) used Afrikaans respondents out of language.

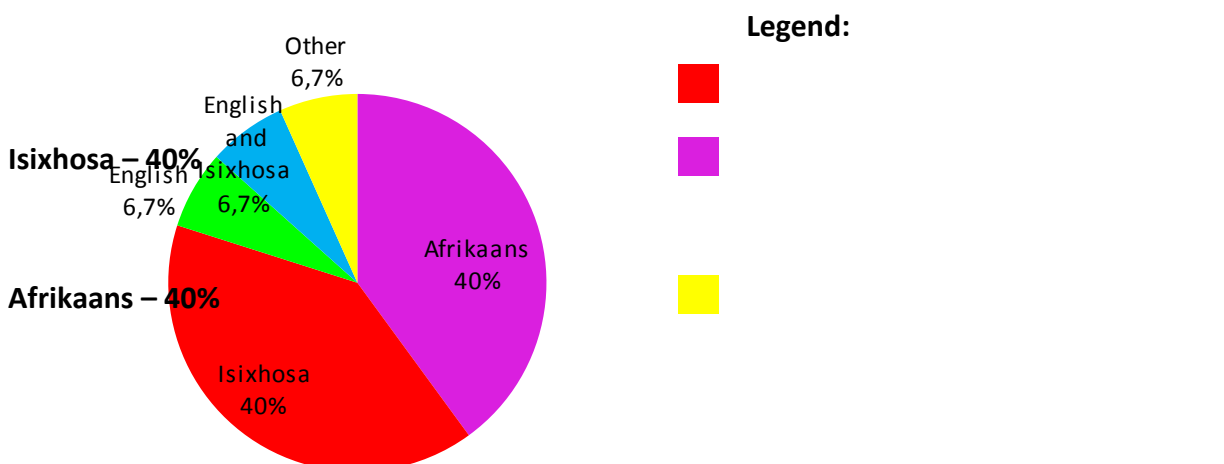
It could therefore, be deduced that a greater percentage of women respondents used Afrikaans as their home language. Ten male respondents. None of the female respondents used English as their home language and only one out of the fifteen female respondents used English as their home language (i.e. 6,7%), the home language of nine out of the thirteen, (i.e. 67,2%) of the male respondents was IsiXhosa as against six out of fifteen female respondents (i.e.: 40%) who used IsiXhosa as their home language, furthermore, one out of thirteen male respondents which constituted 7,7% used both Afrikaans and English as their home language and none of female respondents had both English and Afrikaans as their home language. Again none of the male respondents used English and IsiXhosa as their home language as against one female respondents (i.e.: 67%) who used both English and

IsiXhosa as her home language. In addition to the above only one female respondent (6, 7%) used another language as home language instead of Afrikaans, English and IsiXhosa. It could be deduced even further that a great percentage of both male and female respondents used IsiXhosa as their home language. Furthermore 7, 7% of the male respondent were bilingual (speaking Afrikaans and English) and 6, 7% of the female respondents were also bilingual, speaking both English and IsiXhosa. For easy comparison between the home languages used by male and female respondents, Pie Charts 4.2 and 4.3 would be drawn as follows.

Pie Chart 4.2: Home language of male respondents who were Municipal Political Office-Bearers and Chief Officials



Pie Chart 4.3: Home Language of Female respondents who were Municipal Olitical Office-Bearers and Chief Officials



Other – 6,7%



English and Isixhosa – 6,7%



English – 6,7%

Pie Charts 4.2 and 4.3 depicts the home language by male female respondents in terms of percentages. In Pie Chart 4.2, 69.2% of the male respondents used IsiXhosa as their home language.

In Pie Chart 4.3, an equal percentage of 40% of the female respondents used Afrikaans and IsiXhosa as their home language. It could be deduced that for each other bilingualism and multilingualism should be encouraged. This would unite the different racial groups to achieve the mission and vision of the Camdeboo Local Municipality and provide equality and development. To follow the home language of the respondents is the respondent's academic qualifications.

4.3.1.5 RESPONDENTS ACADEMIC QUALIFICATIONS

Formal education and its associated academic qualification are important prerequisite for appointment in the public office. All municipal political office-bearers and chief officials require the needed skills, expertise, knowledge and required qualifications, which would assist them in executing their duties.

Table 4.6 reveals the highest academic qualifications obtained by male and female respondents who were municipal political office-bears chief officials.

TABLE 4.6 HIGHEST ACADEMIC QUALIFICATION OBTAINED BY MALE AND FEMALE MUNICIPAL POLITICAL OFFICE-BEARS AND CHIEF OFFICIALS IN THE CAMDEBOO LOCAL MUNICIPALITY.

Type of Qualification	No of Male Respondents	% Male Respondents	No of Female Respondents	% Female Respondents
Standard 8 / Grade 10	-	-	-	-
Matric / Grade 12	1	7.7%	2	13.3%
Diplomas Municipal Institution	1	7.7%	1	6.7%
Diplomas/Certificates Technician	2	15.4%	-	-
Diplomas/ Certificates University	3	23.0%	4	26.7%
Undergraduate Degree University	2	15.4%	2	13.3%
Postgraduate Degree University	4	30.8%	6	40%
Total	13	100%	15	10

It could be inferred from table 4.6 that the highest academic qualifications of all the male and female respondents were above grade 10. This was quite encouraging. One out of thirteen i.e. 7.7% of the male respondents had Matric Certificates and two out of the fifteen female respondents i.e. 13, 3 % had Matric Certificates. Again, one out thirteen male respondents had a diploma from municipal institution. This constituted 7, 7% whereas one out of fifteen female respondents i.e. 6.7% had a Diploma from a municipal institution. In addition to the above, two male respondents out of a total of thirteen possessed either a diploma or a certificate as a technician. This made up to 15.4 % none of the female respondents had a technical certificate or Diploma. Furthermore, 23% of the male respondents possessed either a University Diploma or Certificate as against 13,3 % female respondents who had a University Diploma / Certificate, also two out of thirteen i.e. 15,4 % of the male respondents had undergraduate degrees whilst two out of fifteen i.e. 13.3 % of the female respondents had an undergraduate degree. Four of the thirteen male respondents were in possession of a postgraduate degree which constituted 30.8% and six out of a total of fifteen female respondents had a postgraduate degree making up of 40 %. It could be deduced that there were no female technicians among the respondents. This

should be taken very seriously. This area seems to have been traditionally male dominated and the time has come for more female to be trained as technicians to balance the equation. It is also encouraging that 40 % of the female respondents who were Municipal Political Office-Bearers and Chief-Officials had post graduate degree as against 30, 8% male respondents. This shows that more women in the top management in the Camdeboo Local Municipality were Municipal Political Office-Bearers and Chief Officials were highly educated than their male counterparts. This was encouraging and needed to be commended, appreciated and applauded. The Camdeboo Local Municipality should continue to assist and encourage municipal employees to study further, upgrade and acquire new skills to meet the challenges of today.

It has now become necessary to proceed to a evaluate gender equality in the Provision of Women Administrative Personnel. According to Stephenson (2009: 133), defeating the cultural ethos that pave the way for gender discrimination and violence against women can only be achieved through transforming structural socio-economic and political conditions.

4.4 EVALUATION OF GENDER EQUALITY IN THE PROVISION OF WOMEN ADMINISTRATIVE PERSONNEL (INPUT PHASE).

4.4.1 NATURE OF GENDER EQUALITY

Anderlini and El-Bushara (2004: 5) observe thus: women's profiles in peace building, as in many other areas of life, have been unrealistically low and undervalued. Anytime gender equality is mentioned what immediately comes into mind is the state of being equal in opportunities, roles rights and status. Gender inequality led to differences between male and female employees which has brought all forms of discrimination in the workplace. In most instance men do not have confidence in women. This undermines women, the responses about the nature of gender equality may be tabulated in Table 4.7 as follows

TABLE 4.7: RESPONDENTS RECEIVED FROM THE MALE RESPONDENTS WHO WERE MUNICIPAL POLITICAL OFFICE-BEARERS AND CHIEF OFFICIALS ABOUT THE NATURE OF GENDER EQUALITY.

No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
			2	3	4	5	

		1					
1	Gender equality refers to the state of being equal in status, opportunities roles and rights in the work situation.	1 7.7%	-	1 7.7%	5 38.5%	7 53.8%	13 100%
2	Prejudice among male employees against women employees regularly occurs in the work situation.	-	1 7.7%	2 15.3%	5 38.5%	5 38.5%	13 100%
3	Gender difference manifest clearly between men and women, young and old, educated and non-educated and could lead to various forms of discrimination in the work situation.	1 7.7%	-	-	5 38.5%	7 53.8%	13 100%

TABLE 4.8: RESPONDENTS RECEIVED FROM THE FEMALE RESPONDENT WHO WERE MUNICIPAL POLITICAL OFFICE-BEARERS AND CHIEF OFFICIALS ABOUT THE NATURE OF GENDER.

No	Item	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Total
1	Gender equality refers to the state of being equal in status, opportunities roles and rights in the work situation.	-	-	3 20%	5 33.3%	7 46.7%	15 100%
2	Prejudice among male employees against women employees regularly occurs in the work	-	1 6.7%	3 20%	10 60.7%	1 6.7%	15 100%

	situation.						
3	Gender difference manifest clearly between men and women, young and old, educated and non-educated and could lead to various forms of discrimination in the work situation.	-	1 6.7%	1 6.75	12 80%	1 6.7%	15 100%

Table 4.7 refers to the responses received from the male respondents who were Municipal Political Office-Bearers and Chief Officials concerning the nature of gender equality. None of the respondents either strongly disagreed or agree that gender equality refers to the state of being equal in status role opportunities and rights in the workplace .7 percent of them were neutral, 38.0% agree and 53% of the male respondents strongly agreed that gender equality refers to the state of being equal in status, opportunism roles and rights in the workplace. Also, 7.7% of the male respondents disagree that prejudice among male employees against female employees regularly occurs in the workplace, 15.3 % were neutral, 38.5% agrees and 38.5% of them strongly disagreed to the above statement. Furthermore, 7.7% of the male respondents strongly disagreed that gender difference manifest clearly between men and women which could lead to various forms of discrimination in the work environment, 38.5% of then agreed whilst 53.8% strongly agreed to the statement.

It could be deduced that the greater percentage of the male respondents have the notion that women discriminated upon on the basis of gender are treated unfairly in the workplace in the Camdeboo Local Municipality. Table 4.8 also refers the responses received by the researcher from a female respondents who were Municipal Political Office-Bearers and Chief Officials about the nature of gender equality. Five out of fifteen of the respondents (33.3%) agreed that gender equality refers to the state of being equal in status opportunities, roles and rights in the workplace and seven out fifteen of the (i.e.: 46.7%) strongly agreed whilst 20% of them were neutral. Also, 66.7% of the female respondents agreed that prejudice among male employees against women employees regularly occurred in the workplace, 13.3% of them strongly agreed, whereas 20% of the respondents were neutral. Furthermore, 6.7% of the respondents disagreed that gender differences manifest clearly, between men and women, young and old, educated and non- educated could lead

to various forms of discrimination, 6.7% then were neutral, 80% of them agreed to the above statement and 6.7 % of men strongly agreed. It could be deduced that 80% of the female respondents agreed that gender equality refers to the state of being equal in status, opportunities, roles and rights, 80% of them also agreed that prejudice among male employees against women employees regularly occurred in the workplace whereas 86.7% of them agreed that gender differences manifest clearly between men and women in the workplace and this could lead to various forms of discrimination.

This could lead to the problems with the implementation of gender equality.

4.4.2 PROBLEMS WITH THE IMPLEMENTATION OF GENDER EQUALITY

Women are still being regarded as victims of conflict as opposed to agents of change in their communities. For example, the UNSCR (United Nation Security Council Resolution) 1325 on women, peace and security does not specifically include refugee women as partners in peace making (O'Reilly 2013). Although gender equality policies and procedures are in place, there are problems hampering its implementation. This might be attributed to lack of political will to enforce its compliance, through monitoring, evaluation and control. Cultural difference and belief from male respondent about the problems associated with the implementation of gender equality policies may be tabulated below as follows:

TABLE 4.9 RESPONDENTS FROM MALE RESPONDENTS ABOUT PROBLEM WITH IMPLEMENTATION OF GENDER EQUALITY.

Question	Respondents
1. What are the current problems being experienced in the promotion of gender equality in your municipality?	<ul style="list-style-type: none"> ○ Lack of awareness and knowledge of gender equality. ○ Men do not have confidence in women. ○ Management is reluctant to implement gender equality policies in the workplace. ○ There is no monitoring and control measures from the government. ○ Women themselves do not have confidence in their fellow women managing them.

	<ul style="list-style-type: none"> ○ Competent personnel candidate are not considered for managerial positions just because they do not belong to the ruling party. ○ Few women apply for serious posts. ○ There is still discrimination and a negative attitude of men towards women. ○ Nepotism ○ Correct procedures in implementing/promoting gender equality are not followed. ○ People in managerial positions have personnel agendas. ○ Suggestion and views from women are not taken seriously.
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It could be deduced from the above responses that gender equality policies and procedures are not effectively and efficiently implemented and if it does, it is done to the detriment of women empowerment and consistent progress. Other problems preventing the implementation of gender equality in the workplace may include patriarchy which is still entrenched amongst ethnic groups, nepotism, stereotypes that attribute womanhood had to childbearing and raising a family as well as institutional structures that assign different roles to men and women.

The responses from the female respondents about the problems with the implementation of gender equality may be tabulated in Table 4.10 as follows:

TABLE 4.10: RESPONSES FROM FEMALE RESPONDENTS ABOUT PROBLEMS WITH GENDER EQUALITY.

Question	Respondents
1. What are the current problems	<ul style="list-style-type: none"> ○ Nepotism ○ Correct procedures in implementing gender equality are

<p>being experienced in the promotion of gender equality in your municipality?</p>	<p>not followed.</p> <ul style="list-style-type: none"> ○ Men do not have confidence in women. ○ Women do not support other women. ○ There is slow transformation. ○ Lack of trust in women to hold senior positions. ○ No programmes is place to promote gender equality. ○ Lack of knowledge and awareness. ○ Men feel that they are better leader than women. ○ Women are excluded in decision making process. ○ Women do not get promotional posts. ○ Men seem to be authoritative in the workplace. ○ This is still a male dominate institution. ○ The perception amongst the gender public is still that males should play a dominating role and female be subservient. ○ Men fell threatened any time their female partners become leader or occupy senior positions. ○ Men do not feel comfortable when they work under women supervisions. ○ Husbands/spouses feel that if their wives are promoted, they will also become their superiors at home. ○ Women are not trusted to hold senior position. ○ Women lack self-esteem.
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It could be inferred from the responses from the female responses in Table 4.10 that there is still lack of knowledge and awareness about gender equality when it comes to women. Again, women feel that they are excluded in the decision making processes in the workplace. Women feel that men are becoming more and more authoritative and that the senior managerial positions in the Camdeboo Local Municipality is male dominated and the

	implementation of gender equality programmes.		%	%	%	%		%			3%	
5	The existing procedures are sufficient and adequate to ensure effective gender equality.	1 7.7%	- -	2 13.3%	2 13.3%	5 38.5%	6 40.0%	1 7.7%	5 33.3%	2 15.4%	2 13.3%	
6	The existing control measures and standards are adequate and effective for controlling gender equality.	1 7.7%	- -	2 13.3%	2 13.3%	5 38.5%	7 46.7%	2 15.4%	4 26.7%	1 7.7%	2 13.3%	

Key: M = Male respondents F = Female respondents

Referring to Table 4.11, none of the male and female respondents strongly disagree that the existing legislation and department policy measures were adequate to ensure effective gender equality at their municipality, 23% of the male respondents disagreed, 23% of them were neutral 38,6% of the male respondents agreed the statement and 15.4% of them strongly disagreed. It could be deduced that total 54 % (i.e. 38.6% / 15.4%) of male respondents agreed that the legislation was adequate to ensure effective gender equality. Also, 33.3 % of the female respondents agreed there were adequate legislation and policy measures about gender equality and 2 of them strongly agreed to that statement. Again, it could be deduced that 53.3 % of the female respondents were of the view that there was adequate gender equality legislation in place. What was lacking was a political will to enforce its implementation? Also, 15.4% of the male respondents strongly disagreed that the available financial resources were adequate to implement gender equality effectively, 30.7% of them disagreed, 30% were neutral, and 15.5% of them agreed which only 7.7% of the respondents strongly agreed. It could be deduced here that 46.1% of the male respondents (i.e. 15.4% + 30.7%) disagreed that the able financial resources were adequate to implement gender equality effectively, 6.7% of the female respondents strongly disagreed that the available financial resources were adequate to implement gender equality effectively. Again, 60% (i.e.: 53.3% + 6.7%) of the female respondents agreed that there was adequate financial resource to implement gender equality effectively. Furthermore, 15.4% of the male respondents strongly disagreed that the existing personnel was trained, skilled and managed to ensure effective implementation of gender equality

programme, 38.5% of them disagreed, 30.7% of them were neutral whereas 15.4% of the male respondents agreed to the above statement. It could be deduced from this analysis that 53.9% of the male respondents disagreed that the existing personnel is adequately trained to ensure effective implementation of gender equality. Furthermore, 26.7 % of the female respondents disagreed that the existing personnel were adequately trained to ensure effective implementation of gender equality, 33.3% were neutral and 40% of them agreed with the statement. Again 26.7% of the female respondent strongly disagreed that.

The existing organisational structures were inadequate to ensure effective implementation of gender equality program 13.3% of them disagreed, 20% were neutral whilst 40% of them agreed to statement. Also 15.4% of the male respondent disagreed, 46.2% were neutral, 15.4% of them agreed and only 3% of them strongly agreed to the statement. In addition to the above, 7.7% of the male respondents strongly disagrees that the existing procedures are sufficient to ensure effective gender equality, 30.7% of them disagreed, 38.8% of them were neutral, 7.7% agreed whereas 15.4% of the male respondents strongly agreed. Alternatively, 13.3% of the female respondents disagreed that the existing procedures are sufficient to ensure effective gender equality, 40% of them were neutral, 33.7% of them agreed to the above statement whilst 13.3% strongly agreed. It can be confirmed that a greater percentage of the respondents believe that the existing procedures are sufficient to ensure effective gender equality. Again, 7.7% of the male respondents strongly disagreed that to existing control measures and standards are adequate and effective for controlling gender equality, 30.7% disagreed, 38.5% were neutral, and 15.4% of them agreed which 7.7% strongly disagreed to the above statement. Also, 13.3% of the female respondents disagreed to the statement, 46.7% of them were neutral, 26.7% agreed whereas 13.3% of the female respondents strongly agreed to the above statement.

It could be deduced, therefore, that 44% (both male and female respondents) of them disagreed that the existing control measures and standards were adequate and effective for controlling gender equality. More effective measures were necessary to be in place so as to ascertain the effective implementation of gender equality policies in the Camdeboo Local Municipality. This would mean that management should take personnel provision more seriously.

4.4.3.1 GENDER EQUALITY IN HUMAN RESOURCE DETERMINATION.

Personnel provision involves planning for the manpower and its effective utilization so as to achieve organisational goals. It also takes into account personnel management which has to do with effective utilisation of the appointed personnel. This may be linked to the processing phase in the Systems Theory. (Beach, 1975:5). It is always anticipated that when skilful, experienced and well qualified personnel are employed, there will be efficiency which will lead to high production. The number of male and female employees in the administrative capacity may be tabulated in Table 4.12 as follows:

Table 4:12 shows the number of male and female employees in administrative capacity in the Camdeboo local municipality according to male respondents who are municipal political office- bearers and chief officials:

Male Respondents	No of male Administrative Personnel	%	No. of Female Administrative Personnel	%	Total
1	7	70	3	30	100
2	6	60	4	40	100
3	6	60	4	40	100
4	3	100	0	0	100
5	19	70.4	8	29.6	100

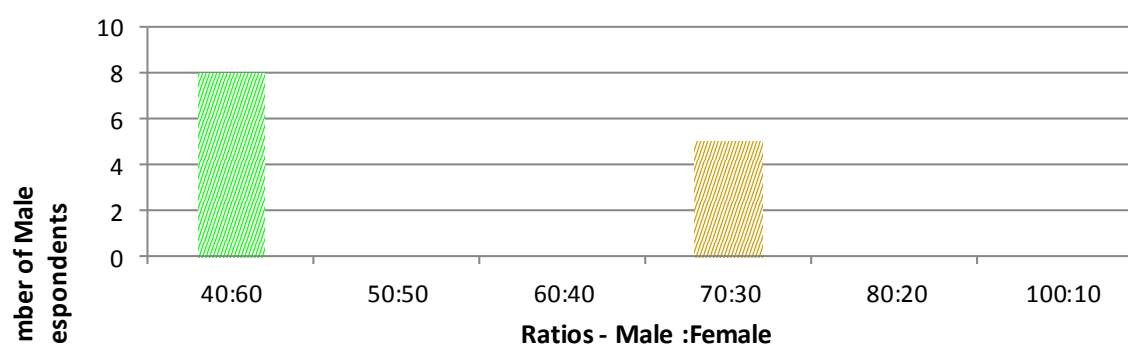
Table 4.12 shows the number and percentage of male and female administrative personnel employed in the various sections in the Camdeboo Local Municipality. According to Respondents 1, seven male administrative personnel (70%) were employed in his section as against three (30%) female administrative personnel. Responses from other respondents were as follows: Respondents 2: Six male administrative personnel (60%) were employed as against four (40%) female administrative employees. Respondents 3: There were six male

administrative personnel i.e.: (60%) as against four female administrative employees (i.e.: 40%). According to Respondents 4, there were three male administrative personnel (i.e. 100%) with no female administrative employees (0%). Also, Respondent 5 confirmed that out of twenty-seven (27) administrative employees, nineteen were male. This constituted 70, 4% and eight of them were female, making up a were 29, 6%.

It was discovered that, in all the sections the number of male administrative personnel exceeded that of female. Government has targeted the employment of men and women in a 50/50 ratio and both genders should have similar levels of employment. It is also true that gender inequality is a global problem. The aim of gender equality is to have equal access to education, ownership of assets, economic opportunities and income to improve the well-being of all citizens male and female. Thus, closing the gap of inequality in the employment of administrative personnel in the Camdeboo Local Municipality would enhance development in the field of human rights, access to jobs and reduce poverty levels.

Personnel provision is the backbone of the human resource determination and manpower planning. The following bar graphs depict the attainment of gender equality ratio by the municipality according to respondents.

Bar graph 4.3 - Attainment of Gender Equality Ratio by the Camdeboo Local Municipality as far as the employment of Administrative personnel was concerned according to male respondents who were Municipal Political office-Bearers and chief officials

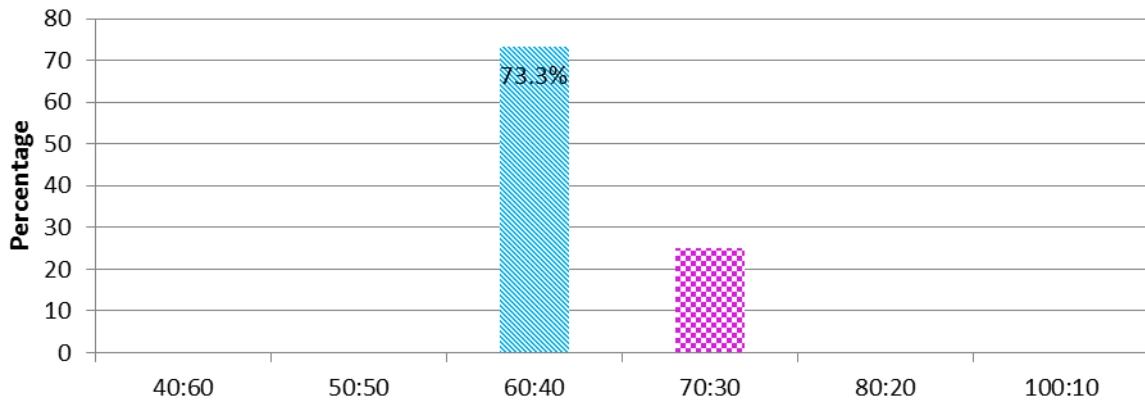


Referring to Bar graph 4.3 eight out of thirteen (i.e. 61.5%) male respondents agreed that gender equality ratio in the employment of male female administrative personnel in the Camdeboo Local Municipality was 60:40 whereas five male respondents (i.e. 38.5%) confirmed that the gender equality ratio was 70:30.

The view of the female respondents may also be shown in the bar graph below:

BAR GRAPH 4.4

Bar Graph 4.4: Female respondents about the attainment of Gender Equality ratio.



With reference to Bar graph 4.4, 73.3% of the female respondents agreed that the gender equality ratio in the employment of male and female administrative personnel was 60:40. Also, 26.7% of the female respondents were also of the view that the gender equality in the employment of male to female in the municipality stood at 70:30. It could be deduced from Bar Graphs 4.3 and 4.4 that the male administrative personnel exceeded the female administrative personnel according to this statistics obtained from respondents. It should be understood that gender inequality in employment has a stronger negative effect on income distribution the level of investment and hence economic growth. In Africa and the Arab world, promoting gender equality and women empowerment which is enshrined in the Millennium Development Goal 3 is perhaps the most important in the eight Millennium Development Goals. Greater percentage of women in the Camdeboo Municipal area live in poverty due to unemployment, being single parents and having to educate, feed and clothe their children all by themselves. This has undoubtedly affected the investment rate. (Klasen, 1999 and 2002, Knowles et al, 2002).

4.4.3.2 GENDER EQUALITY IN THE RECRUITMENT OF PERSONNEL MALE RESPONSES.

TABLE 4.13 GENDER EQUALITY IN THE RECRUITMENT OF PERSONNEL MALE RESPONSES.

No	Question	Yes	No	Do not know	Total
1	Are you satisfied that the existing recruitment arrangement is effective to obtain and appoint suitable women administrative personnel?	7 53.8%	5 38.5%	1 7.7 %	13 100

2	Do you experience any problems in the recruitment of women administrative managers	4 30.8%	7 53.8%	2 15.4%	13 100
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TABLE 4:14 RESPONSES FROM THE FEMALE RESPONDENTS ON THE RECRUITMENT OF FEMALE ADMINISTRATIVE PERSONNEL.

No	Question	Yes	No	Do not know	Total
1	Are you satisfied that the existing recruitment arrangement are effective to obtain and appoint suitable women administrative personnel?	9 69%	5 33.3%	1 6.7%	15 100
2	Do you experience any problems in the recruitment of women administrative managers	3 20%	10 66.7%	2 13.3%	15 100

Table 4.13 and 4.14 provides a more supportive evidence in the recruitment of female administrative personnel in the Camdeboo Local Municipality. According to the male respondents who were Municipal Political Office-Bearers and Chief Officials, 53.8% of them were satisfied that the existing recruitment arrangements were effective to obtain and appoint suitable women administrative personnel, 38,5% did not support this view and only 7.7% have no knowledge of it .Furthermore, 30.8% of the male respondents confirmed that they experienced problems in the recruitment of women administrative managers, 53.8% confirmed that they did not experience any problems with female administrative managers whereas 15,4% did not know. In comparison to the above, the female respondents also indicated that 60% of them were satisfied with the existing recruitment arrangements to obtain and appoint suitable women administrative personnel, 33.3 % disagreed and only 6.7% were undecided. Also, 20% of the female respondents confirmed that they experienced problems in the recruitment of women administrative managers 66, 7% had no problems with them and 13.3% did not know.

It is clear from Tables 4.13 and 4.14 that 38.5% of the male respondents and 33.3% of the female respondents were not satisfied about the existing recruitment arrangements in the appointment of female administrative personnel. This needs further research to establish

their reasons behind their decision. A greater percentage of both the male and female respondents were satisfied with the existing recruitment arrangements for the appointment of female administrative personnel. Secondly, 30.8% of the male respondents experienced problems in the recruitment of female administrative personnel and 20% of the female respondents also did likewise. This also needed further research to identify the exact problems in question so that a process can unfold towards a possible redress. It could be inferred from the data also that generally, the Municipal Political Office-bearers did not experience problems in the recruitment of women administrative managers. This was good news and needed to be applauded; following the recruitment of personnel shall follow the selection, appointment, placement and promotion of personnel.

4.4.3.3 GENDER EQUALITY IN THE SELECTION OF PERSONNEL.

The main purpose of the Employment Equality Act, No 55 of 1998 is to achieve equity in the workplace by promoting equal opportunity and fair treatment in all forms of employments through elimination of unfair discrimination as well as the implementation of affirmative action measures. The aim is to redress the disadvantages in employment experienced by designated groups in orders to ensure equitable representation in all occupational categories and levels in the workplace, This is exactly what the selection panel should bear in mind before undertaking selection procedures. Responses from male and female respondents on gender equality in the selection of personnel may be tabulated in Table 4.15 below:

TABLE 4.15 RESPONDENTS FROM MALE MUNICIPAL POLITICAL OFFICE-BEARERS AND CHIEF OFFICIALS ON THE SELECTION OF PERSONNEL.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Question	1	2	3	4	5	Total
Are you satisfied with the exiting arrangement for the selection and appointment of women administrators into senior administrative posts?	1 7.7%	1 7.7%	6 46.2%	4 30.7%	1 7.7%	13 100

TABLE 4.16 RESPONDENTS FROM FEMALE MUNICIPAL POLITICAL OFFICE-BEARERS AND CHIEF OFFICIALS ON THE SELECTION OF PERSONNEL.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Question	1	2	3	4	5	Total
Are you satisfied with the exiting arrangement for the selection and appointment of women administrators into senior administrative posts?	-	3 20%	4 26.7%	6 40%	2 13.3%	15 100

It could be inferred from table 4.16 that 7.7% of the male respondents who were Municipal Political office bearers strongly disagreed with the existing arrangement for the selection and appointment of women administrators into senior administrative posts. Some of the reasons cited included dishonestly lack of proper job description, duties and responsibilities, selection was not based on gender sensitive staff selection, no affirmative action policy was implemented employment equity and women empowerment were ignored. 7.7% of the male respondents also disagreed with the question above 46.2% were neutral, 30.7% agreed and 7.7% strongly agreed. Also in fig 4.16, it was discovered that none of the female respondents who were municipal political office – bearers strongly disagreed with the existing arrangements for the selection and appointment of female administrators into senior administrative position, 20% of them disagreed, 26.7% of them were neutral, 40% of the female respondents agreed whereas 13.3% of them strongly agreed. It could be deduced that a greater percentage of both male and female respondents were satisfied with the existing selection and appointment procedures for female administrators for senior administrative positions, following the selection of personnel comes their appointment and placement.

4.4.3.4 GENDER EQUITY IN THE APPOINTMENT AND PLACEMENT OF PERSONNEL

Appointment may be defined as the process of formally appointing the successful candidate in a vacant post either in a part-time capacity, temporary or permanent or with or without a probationary period (Meiring, 2001:124) Appointment and placement provides for

capacitating an organisation of employees who will add value. Given the increasingly competitive environment within which organisation currently operate Ulrich (1998:34) argues that human resource has a new strategic mandate which is to achieve organisational excellence. Appointment of a suitable candidate should take into account the need to redress the imbalance of the past, in accordance with section 9(2) and 195(1) of the constitution and the employment equity, plan referred to in section 20(1) of the employment equity act, 1998 (Act no 55 of 1998) to achieve a public administration goals which is actually broadly represented according to race, gender and disability.

Placement on the other hand refers to the process of a matching a new appointee to existing and future posts for the purpose of training, development and job performance (Botes, 1994:148).

Table 4.17 shows responses about gender equity in the appointment and placement of personnel.

TABLE 4.17 RESPONSES FROM MALE RESPONDENTS ABOUT GENDER EQUALITY IN THE APPOINTMENT AND PLACEMENT OF PERSONNEL

	1	2	3	4	5	TOTAL
STATEMENT	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree	
Women are often highly educated than men but is often not seen candidates for appointment and promotion	-	2	2	4	2	13
		15.4%	15.45%	30.7%	38.5%	100

TABLE 4.18 RESPONSES FROM THE FEMALE RESPONDENTS ABOUT GENDER EQUALITY IN THE APPOINTMENT AND PLACEMENT OF PERSONNEL

	1	2	3	4	5	TOTAL
STATEMENT	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree	
Women are often highly educated than men but is often not seen candidates for appointment and promotion	-	3	4	6	2	15
		20%	26.7%	40%	13.3%	100

It was found in table 4.17 that 15.4% of the male respondents who were Municipal Political office-bearers and chief officials in the Camdeboo Local Municipality disagreed that women were often highly educated than men but are often not seen as equal candidates for appointment and promotion, 15.4% of them were neutral, 30.7% of them agreed and 38.5% of them strongly agreed. From the responses of the female respondents it was discovered in table 4.16 that 20% of them disagreed that women were often highly educated than men but often not seen as equal candidates for appointment and promotion, 26.7% of them were neutral, 40% of them agreed and 13.3% of them strongly agreed with the statement.

In total, it could be deduced that 53.3% of the female respondents agreed that women were highly educated than men but were not given equal opportunity as their male counterparts when it came to appointment and promotion. In support of the women's view, 69.2% of the male respondents agreed to the above statement. It could be further deduced that there might be more qualified, competent and skilful women in the Camdeboo Local Municipality who do not get appointed into administrative positions in the municipality by virtue of being women. This might have worsened the poverty levels of women in this area since most of them are single mothers and breadwinners for their families.

Employees who are hardworking, well-experienced and work to achieve organisational goals and objectives deserve to be promoted.

4.4.3.5 GENDER EQUALITY IN THE PROMOTION OF PERSONNEL

According to Andrew (1988:200) and Stahl (1971:158) promotion may be defined as a process to advance an employee to a higher graded position with greater responsibilities, more status, better working conditions and increased salary. Promotion motivates an official and encourages him or her to work harder towards the achievements of organisational objectives. Promotion into a higher position will always be on the basis of competition and recommendation from supervisor or supervisors.

TABLE 4.19 shows the various responses about gender equality in the promotion of personnel

TABLE 4.19: RESPONSES FROM THE MALE RESPONDENTS ABOUT PROMOTION OF PERSONNEL

	1	2	3	4	5	TOTAL
STATEMENT	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree	
Women's work roles are often in status prestige and power than those of men	1	3	4	1	4	13
	7.7%	23%	30.8%	7.7%	30.8%	100

In table 4.19. One out of thirteen (7.7%) of the male respondents strongly disagreed that women's work roles were often lower status prestige and power than those of men, three out of thirteen (23%) of them also disagreed with the statement, four out of thirteen (30%) of them were neutral, one out of thirteen (7.7%) of the male respondents agreed and four out of thirteen of ten male respondents (30.8%) strongly agreed.

It could be deduced that in total 30.7% of the male respondents disagreed that the work roles of women were often in lower status and prestigious than that of men.

We need to respect their opinion because the attitude of men towards the opposite sex is changing. Some men see women to have enormous potential and capabilities. Women are no more scared of working in the fire service, construction companies' aviation industry, chemical companies, the transport industry and security. Women should be advised to be conversant with the law and gender equality policies and legislation updates and

amendments in order to fight for their rights and defend themselves in the court of law any time they are cheated during appointment and placement.

TABLE 4.20: RESPONSES FROM THE FEMALE RESPONDENTS ABOUT PROMOTION OF PERSONNEL

	1	2	3	4	5	TOTAL
STATEMENT	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree	
Women's work roles are often in status prestige and power than those of men	-	2	2	8	1	15
	-	20%	20%	53.3%	6.7%	100

In table 4.20, 20% of the female respondents disagreed that women's work roles were often lower in status, prestigious and powerful than those of men, 20% of them were neutral, and 53.3% of them agreed with the above statement whereas 6.7% strongly agreed. Thus altogether, 60% of the female respondents agreed that their work roles were often lower in status, prestigious and powerful than those of men. This indeed presents a very serious picture. Municipality must take it upon itself to organise workshops and programmes to educate men to learn to respect obey and recognise women in authority instead of undermining them. Further investigation may be conducted as to whether or not the male respondents would like to appoint women into senior administrative posts in table 4.21

TABLE 4.21: RESPONSES OF MEN CONSIDERING THE APPOINTMENT OF WOMEN INTO SENIOR ADMINISTRATIVE POSITION

QUESTION	YES	%YES	NO	%NO
Would you appoint women into senior administrative posts?	11	84.6	2	15.4

It was discovered in table 4.21 that 84.6% of the male respondents who were municipal political office-bearers in the Camdeboo Local Municipality agreed that they would appoint women into senior administrative posts and only 15.4% of them disagreed. This clearly shows that some men are beginning to recognise the need and the importance of appointing women into senior positions and are also mindful of gender equality in the workplace. This scenario might be further investigated using the (Chi-square test).

The purpose of the (Chi-square test is to establish whether a significant statistical difference (ssd) existed between the actual observe frequencies (A) and the expected € frequencies. This may be given by the formula below:

$$\sum 2 = \frac{(A-E)^2}{E}$$

E

A = Actual observed frequency and

E = Expected frequency

(Source: Madzivhandila, 2006:51)

This may be illustrated further in table 4.22 below:

TABLE 4.22 THE CHI-SQUARE TEST

A	E	A-E	(A-E) ²	$\sum 2 = \frac{(A-E)^2}{E}$
84.6	80	4.6	21.16	0.26

THE CHI-SQUARE TEST = 0.26

It could be inferred from the above exposition that a difference existed between what men believed and what was expected of them regarding the appointment of women into senior administrative position. A greater percentage of male respondents support the view that women accorded equal opportunity as men and be appointed into senior administrative positions. This is very encouraging. Few men who do not share this view should be educated about gender equality by making special reference to the Employment Equity Act

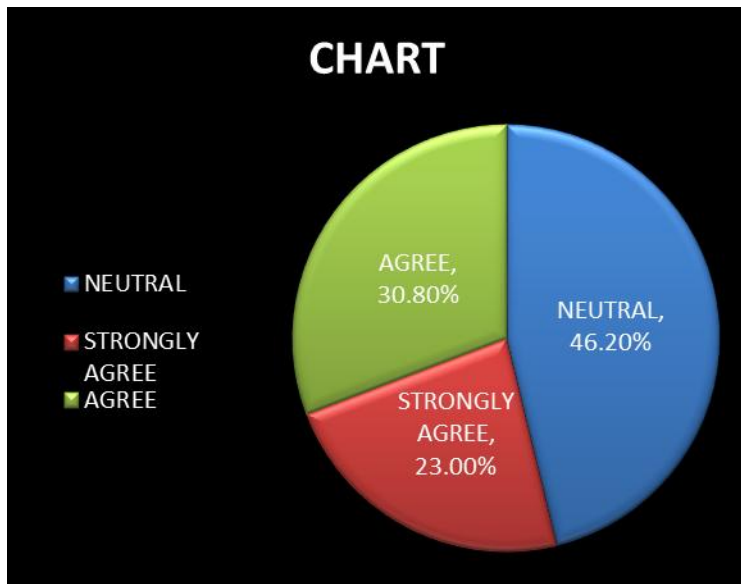
no 55 of 1998, Labour Relations Act, affirmative action policies and the millennium development goals. It should also be noted that all applicants irrespective of gender should be made to compete for any available expertise, experience, skill and knowledge and understanding of the municipality.

4.5 EVALUATION OF GENDER EQUALITY IN THE UTILISATION OF WOMEN ADMINISTRATIVE PERSONNEL (PROCESSING PHASE)

4.5.1 GENDER EQUALITY IN PERSONNEL TRAINING AND DEVELOPMENT

Whilst in the African traditional society, women were fixed by such kind of hopelessness, today's society is not different since most women are still fixed by these stereotypes such that their attempts to transcend are still questioned. Muruingi and Muriiki (2013: 118) further illustrate this by giving an example of Achinua Chebe's literature in his novel *Things Fall Apart* (1986): Women were accorded very low status. Training involves interventions which assist employees with the development of competencies relevant on their existing positions. Development on the other hand involves interventions which are broader in focus and provide for the building of competencies which will enable the employee to take on tasks and responsibilities (Jones et al 2000) Training includes in-class training as well as on the job training. The training and development initiatives within South Africa are influenced by the South African Qualifications Authority Act of 1995 and the skills development levels act of 1999. Responses on the training and development of women administrative personnel may be depicted by the following pie chart.

PIE CHART: 4.4 RESPONSES RECEIVED FROM MALE RESPONDENTS REGARDING THE TRAINING AND DEVELOPMENT OF FEMALE ADMINISTRATIVE PERSONNEL

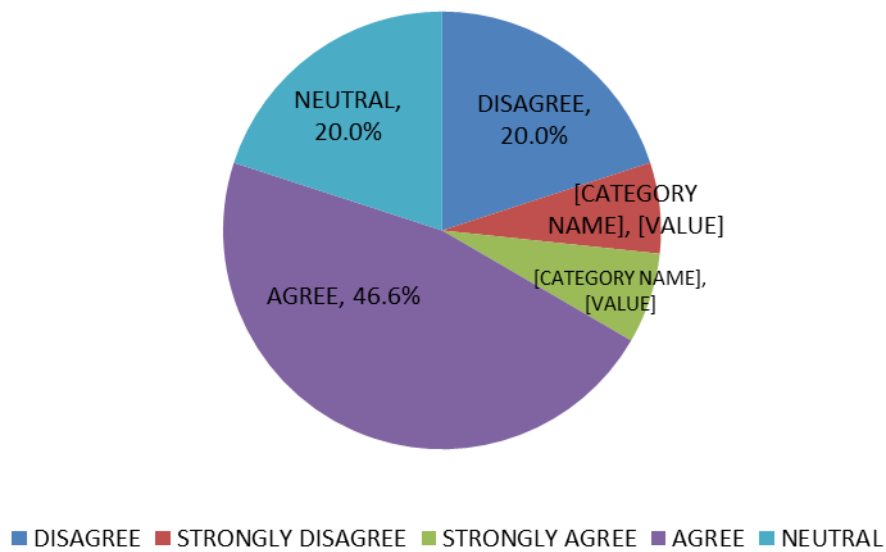


Referring to pie chart 4.4 above, 46.2% of the male respondents were neutral about whether or not women administrative personnel were purposely trained and developed to meet the requirements of senior management posts or not, 30.8% of them agreed and 23% of them strongly agreed and to the statement . Altogether 53.8% of the male respondents agreed that the women administrative personnel were trained and developed for senior managerial positions. Since none of them disagreed, we would take it that the response in general was in the affirmative.

It could be deduced that anyone wishing to assume senior managerial position would have to undergo training and development. This would make employees more competent and skilful for greater challenges.

PIE CHART 4.5: RESPONSES RECEIVED FROM FEMALE RESPONDENTS ABOUT TRAINING AND DEVELOPMENT OF FEMALE ADMINISTRATIVE PERSONNEL

4.5: RESPONSES RECEIVED FROM FEMALE RESPONDENTS ABOUT TRAINING AND DEVELOPMENT OF FEMALE ADMINISTRATIVES.



PIE CHART 4.5: shows the responses of female respondents regarding the training and development of female respondents regarding the training and development of female administrative into senior management position, 46.6% of the women respondents agreed that women administrative personnel were purposely trained and developed to meet the requirements of senior management posts, 6.7% of them strongly agreed, 6.7 strongly disagreed and 20 of them were neutral. It could be deduced that 53.3% of the female respondents agreed to the above statement. The Camdeboo Local Municipality should continue and intensify its efforts to train more women administrative personnel into senior managers to ensure and comply with gender equality. It is very crucial for every employee to note that employees are mostly motivated by the benefits they received.

4.5.2 GENDER EQUALITY IN THE DETERMINATION OF PERSONNEL BENEFITS

While pay includes salary and bonuses, benefits include number of days' sick leave and vacation leave, medical aid and life insurance (Jones et al 2000:49).

TABLE 4.23: Indicates the responses of male respondents who were municipal political office-bearers and chief officials on the benefits applicable to administrative personnel

TABLE 4.23

QUESTION	YES	%YES	NO	%NO	TOTAL	
Are the remuneration, service and fringe benefits	7	53.8	6	46.2	13	100

applicable to all permanent administrative personnel?						
---	--	--	--	--	--	--

Referring to table 4.23, 53.8% of the male respondents were of the view that remuneration, service and fringe benefits were applicable to all permanent administrative personnel, 46.2% of them disagreed with this question meaning they believe there were discrepancies in the determination of personnel benefits. A further investigation would be required to determine the type of benefits that are not applicable and to which category of personnel.

TABLE 4.24: RESPONSES FROM FEMALE RESPONDENTS WHO WERE MUNICIPAL POLITICAL OFFICE-BEARERS AND CHIEF OFFICIALS ON THE SERVICE BENEFITS APPLICABLE TO ADMINISTRATIVE PERSONNEL

QUESTION	YES	%YES	NO	%NO	TOTAL	
Are the remuneration, service and fringe benefits applicable to all permanent administrative personnel?	11	73.3	4	26.7	15	100

Again, in table 4.24, 73.3% of the female respondents had agreed that the remuneration, service and fringe benefits were applicable to all permanent administrative personnel, whereas 26.7% were not in agreement with this question.

Under no circumstances should the municipality be inconsistent in the remuneration of personnel. All employees with the same academic qualifications, experience and expertise doing the same job and appointed at the same time as well as occupying the same position should receive the same remuneration and benefits. To protect the code of conduct and ethics of an organisation, discipline will have to be maintained.

4.5.3 GENDER EQUALITY IN THE MAINTANANCE OF DISCIPLINE AND THE LEADING OF PERSONNEL

Peace-building is the effort to strengthen the prospects for internal peace and decrease the likelihood of conflict. Reprimand, reduction in grade, suspension, pay reduction or removal from service are all forms of disciplinary measures against disobedient employees (United States office of personnel management, managers handbook, 1980:219)

TABLE 4.25: MALE RESPONSES ON THE MAINTENANCE OF DISCIPLINE IN THE WORKPLACE

	1	2	3	4	5	TOTAL
STATEMENT	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree	
The maintenance of discipline is action to correct the conduct of an employee	1	1	3	3	5	13
	7.7%	7.7%	23%	23%	38.6%	100

With reference to Table 4.25, 7.7% of the male respondents strongly disagreed that maintenance of discipline was an action to correct the conduct of an employee, 7.7% disagreed, 23% of them were neutral 23% of the male respondents agreed and 38.6% of them strongly agreed to the statement. It could be deduced that employees saw discipline as a corrective measure when it was applied correctly. Employees should not entertain any fears or panic as long as they follow and obey the code of conduct of the municipality.

TABLE 4.26 FEMALE RESPONSES ON THE MAINTENANCE OF DISCIPLINE IN THE WORKPLACE.

	1	2	3	4	5	TOTAL
STATEMENT	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree	
The maintenance of discipline is action to correct the conduct of an employee	-	1	3	7	4	15
	-	6.7%	20%	46.7%	26.6%	100

In Table 4.26, it could be inferred that 6.7% of the female respondents disagreed with the statement that maintenance of discipline is an action to correct the conduct of employees, 20% of them were neutral on the issue 46,7% agreed whereas 26,6% strongly agreed to the

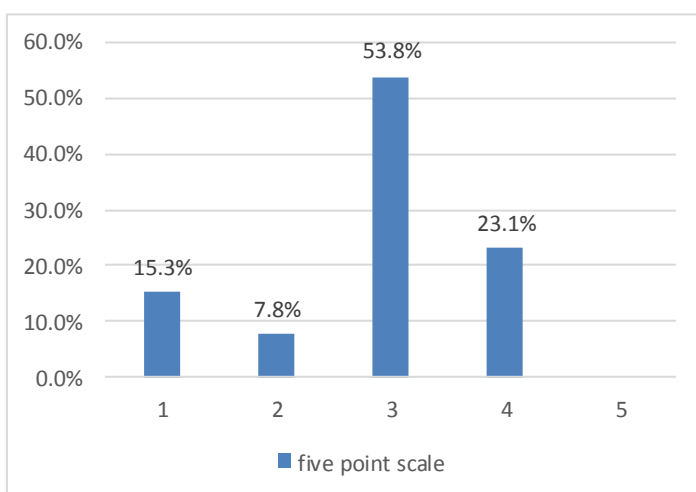
statement. It could be deduced further that discipline would have to be maintained in the Municipality at all times. The citizens of Camdeboo Local Municipality at all times. The citizens of Camdeboo Local Municipality keep on complaining of corruption, mismanagements, embezzlement of public funds and the facts that jobs are reserved for people based on their political affiliation. Any municipal official caught and proved guilty of any wrong doing should be punished. This would bring sanity in to the area thus enhancing the image of the municipality. Counselling is another important tool that builds personnel confidence and make them focused.

4.5.4 GENDER EQUALITY IN COUNSELLING OF PERSONNEL.

Counselling may be a process of interaction between supervision, professional counsellors and subordinates with the aim of solving personnel problems which could be work related. According to Uys and Cloete, counselling assists normal people to adopt to day to day life and to realize their maximum potential in the work environment (Uys, 1992:2) and Cloete, 1996: 232). Subordinates always want to hear how they are doing in order to improve. For effective counselling to an alternative venue outside the work environment.

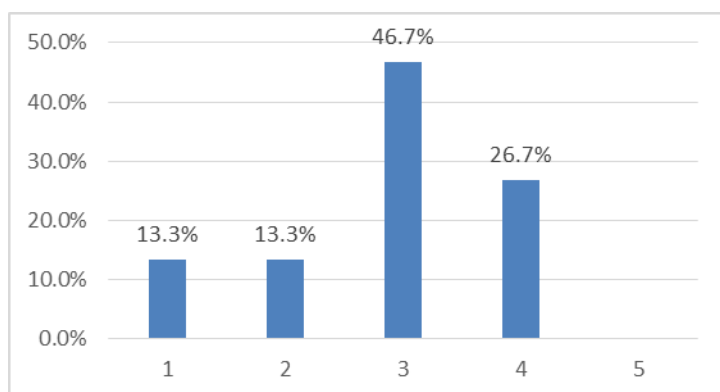
Histogram 4.2

4.2: Responses from male respondents on the counselling of women administrative personal



1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Histogram 4.2 shows the extent of problems experienced by the male respondents in the counselling of women administrative personnel. 15.3% of them strongly disagreed that they experienced problems in the counselling of female administrative personnel, 7.8% disagreed and 53.8% were neutral on the topic and 23.1% agreed that they experienced problems with the counselling of female administrative personnel. It could be deduced that counselling should be an ongoing process. The Camdeboo Local Municipality should budget for counselling in its annual budget. This is because there may be times the municipality shall require the services of expert counsellors to assist employees. With a special reference to the 2014/15 budgeted summary of the Camdeboo Local Municipality, it is evident that counselling of personnel was not budgeted for. The Municipality does not consider it an important item to feature in the budget and it is high time the municipal authorities began to consider this. Evidence is attached in Table A 1.

HISTOGRAM 4.3**4.3:FEMALE RESPONSES ON THE COUNSELLING OF WOMEN ADMINISTRATIVE PERSONAL**

1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

It could be inferred from the histogram 4.3 above that 13.3% of the female respondents strongly that 13.3% of the female respondents strongly disagreed that they experienced problems in the counselling of women administrative personnel, 13.3% of them disagreed, 46.7% of them were neutral and 26,7% of them agreed to the statement. Some of the problems pointed out by respondents concerning the counselling of women administrative personnel include the following:

- Lack of confidentiality.
- There is no adequate training for women on counselling.
- There is no facility in place to render the counselling service.
- No one pays attention to it.
- People always personalise matters.

It could be deduced that the Municipality should urgently establish a counselling centre to deal with the counselling of personnel both – male and female on an ongoing basis. It should also educate/workshop personnel to be more professional and make things confidential when dealing with counselling. Provide feedback to employees after counselling. Authorities should monitor personnel who have been in counselling to establish any change or improvement in their work output, personnel lives and relationships with other workers.

4.5.5 GENDER EQUALITY IN MUTUAL CONSULTATION AND COLLECTIVE BARGAINING.

Trade unions are established to represent workers, negotiate for better conditions of service for their member, promote good ethical codes of conduct and ensure that collective

agreement are honoured in good faith. A trade union also promotes professionalism. Employees in the Camdeboo local Municipality belong to the South African local Government Association (SALGA). The responses received from both male and female respondents regarding mutual consultation and collective bargaining may be tabulated below:

TABLE 4.27: MALE RESPONDENTS ON MUTUAL CONSULTATION AND COLLECTIVE BARGAINING.

	1	2	3	4	5	TOTAL
STATEMENT	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree	
Collective bargaining involves the processes of negotiation and interpretation of collective agreement covering conditions of service such as remuneration and hours of work	- -	- -	1 7.7%	8 61.5%	4 30.8%	13 100

TABLE 4.28: RESPONSES FROM THE FEMALE RESPONDENTS ON MUTUAL CONSULTATION AND COLLECTIVE BARGAINING.

	1	2	3	4	5	TOTAL
STATEMENT	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree	
Collective bargaining involves the processes of negotiation and interpretation of collective agreement covering conditions of service such as remuneration and	1 6.7%	- -	1 6.7%	8 53.3%	5 33.3%	15 100

hours of work						
---------------	--	--	--	--	--	--

With reference to Table 4.27, 61.5% of the male respondents who were Municipal Political Office-Bearers and Chief Officials agreed and 30.8% of them strongly agreed that collective bargaining involves the processes of negotiation and interpretation of collective agreements covering condition of service. In Table 4.28, 6.7% of the female respondents strongly disagreed to the above statement, 6.7% were neutral, 53.3% of them agreed and 33.3% strongly agreed and supported the idea of collective bargaining and negotiations concerning conditions of service. It could be deduced that a greater percentage of the respondents both male and female were in support of collective bargaining. This explains why municipal employees belong to a bargaining chamber known as SALGA. By so doing, workers are united and are able to fight for their rights and conditions of service. This is in line with the South Africa Constitution which supports freedom of association. It is recommended that all municipal employees should belong do a trade union of their choice. Women administrative personnel may take this advantage, join a trade union and enforce gender equality through it. All their complains may then be channelled through the trade union. It is of almost important to understand that all the foregoing processes are in the processing phase according to the Systems Theory. The following are in the output phase.

4.6. EVALUATION OF THE OUTPUT OF GENDER EQUALITY IN PERSONNEL PROVISION AND UTILISATION.

Outputs are the result of specific services functions processes and projects the convert inputs namely, human, financial, policy etc. into specific outputs for Local Economic Development. The following were the responses reserved form both the male and female respondents. The outputs of gender equality programmes is inter alia to provide structures and relationships between male and female employees to:

- Improve work performance
- Make better use of current workforce.
- Obtain fewer discrimination complaints
- Improve employee morale
- Improve the effectiveness of Municipal Services.

These would ultimately head to an improvement in service delivery and economic and social development. This would also go a long way to attract investors and tourists in to this area. This leads to the impact of gender equality in personnel provision and utilization.

4.7 EVALUATION OF THE IMPACT OF GENDER EQUALITY IN PERSONNEL PROVISION AND UTILIZATION (IMPACT PHASE)

The impact of gender equality in personnel provision and utilization as for as the responses of male and female respondents are concerned may be tabulated in Table 4.29 below:

TABLE 4.29 RESPONSES FROM MALE RESPONDENTS ON THE IMPACT OF GENDER EQUALITY IN PERSONNEL PROVISION AND UTILIZATION.

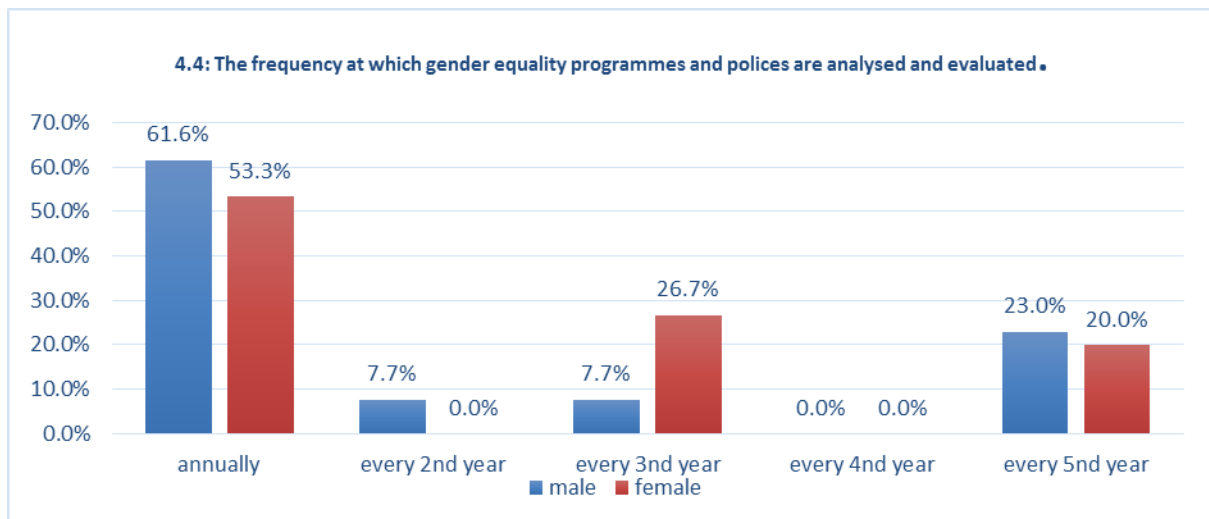
	1	2	3	4	5	TOTAL
STATEMENT	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree	
Gender equality is subject to the influence of the economic, social, physical and the political environment	- -	- -	1 7.7%	9 69.3	3 23%	13 100

TABLE 4.30: RESPONSES FROM THE FEMALE RESPONDENTS WHO WERE MUNICIPAL POLITICAL OFFICE – BEARERS AND CHIEF OFFICIALS ON THE IMPACT OF GENDER EQUALITY IN PERSONNEL PROVISION AND UTILIZATION

	1	2	3	4	5	TOTAL
STATEMENT	Strongly disagreed	Disagreed	Neutral	Agree	Strongly agree	
Gender equality is subject to the influence of the economic, social, physical and the political environment	- -	- -	3 20%	8 53.3%	4 26.7%	15 100

In Table 4.29 it was discovered that 69.3% of the male respondents agreed that gender equality was sub to the influence of the economic, social, physical and the political enrolment 23% of them strongly agreed to the statement and only 7.7% of them were neutral. Again, in Table 4.30, it was discovered that 53.3% of the female respondents agreed that gender equality was subject to the influence of the economic, social physical and the political environment 26.7% strongly agreed and 20% were neutral. It could be deduced that employees are quite aware of the fact that gender equality is influenced by quite a number of factors including political, physical, social and economic situations prevalent at the time. It would then need committed leader to effect changes and address the problems of inequality in the municipality. This would also mean that those in authority should closely monitored and made to account periodically on their progress. The frequency at which gender equality programmes and policies are analysed and evaluated may be depicted by the following

BAR GRAPH 4.4: THE FREQUENCY AT WHICH GENDER EQUALITY PROGRAMMES AND POLICIES ARE ANALYSED AND EVALUATED THE VIEW OF BOTH MALE FEMALE RESPONDENTS IN THE CAMDEBOO LOCAL MUNICIPALITY



The compound bar graph 4.4 shows the frequency at which gender equality programmes and policies are evaluated and analysed 61.6% of the male and 53.3% of the female respondents agreed that gender equality policy and programmes were evaluated and analysed annually, 7.7% of the male respondents supported the view that evaluated of gender equality policy and programmes were done every second year, 7.7% of the male respondents agreed that gender equality policies and programmes were evaluation every third year as against 26.7% of female respondents. Also, 23% of the male and 20% of the

female respondents agreed that evaluation and analysis of the gender equality policy and programmes were done every five years. It's could be deduced that evaluation of gender equality policies and programmes are done in the Camdeboo Local Municipality. This is a credit to the Municipality. However the main problem is about the frequency at which it is done. For purposes of consistency, evaluation of gender equality policy and programmes should be done at least annually. This will help municipal authorities do review their strategies for the coming years. After every evaluation, there should be a feedback.

4.8 EVALUATION OF THE FEEDBACK OF GENDER EQUALITY ON WOMEN IN PERSONNEL PROVISION AND UTILISATION.

TABLE 4.31: MALE RESPONCES ON FEEDBACK ON IMPLEMENTATION OF GENDER EQUALITY PROGRAMMES.

QUESTION	1	2	3	4	TOTAL
	Always	regularly	Sometimes	Never	
Does the Chief Officials provide feedback to political office bearers on the implementation of gender equality programmes?	3	1	5	4	13
	23 %	7,7 %	38,5 %	30,8 %	100 %

TABLE 4.32: FEMALE RESPONCES ON FEEDBACK ON IMPLEMENTATION OF GENDER EQUALITY PROGRAMMES.

QUESTION	1	2	3	4	TOTAL
Does the Chief officials provide feedback to political office bearers on implementation of gender equality	1	5	7	2	15

programmes?					
	6.7 %	33.3 %	46.7 %	13.3 %	100 %

In Table 4.31, 23 % of the male respondents confirmed that political office bearers always provided feedback on the implementation of gender equality policies and programmes, 7.7 % said it was regularly done, 38.5 % confirmed that it was done sometimes and 30.8 % of them agreed that feedback was never done. On the other hand the female respondents also supplied the males view. 6.7 % of the females confirmed that feedback on the implementation of gender equality policy and programmes was done always, 33.3 % of them, said it was done regularly, 46.7% responded by saying it was done sometimes and 13.3 % agreed it was never done. It could be deduced that a greater percentage of respondents both males and females confirmed that a feedback on gender equality policies and programmes were done only sometimes, meaning that it was not done on a regular basis. Municipal officials should make sure a feedback on the implementation of gender equality policy is done on a regular basis. People need the feedback to be conversant with their progress and short comings. This provides a new chapter for improvement.

4.9: CONCLUSION

This chapter specifically presented and analysed data on gender equality amongst the female administrative employees in the Camdeboo Local Municipality. According to the Municipal Structures Act, 1998(Act 117of 1998).A Municipal authority has all its functions and authority confirmed and assigned to it to it exercise the above Act with fear or favour or discrimination.

The following factors will influence the promotion of women administrative personnel in senior administrative positions. The Municipality should identify women who are visionary, skilful and determined. It should provide an ongoing leadership programmes for women to build up their confidence.

There should be absence of sexual favours, harassment in the work place. Women administrative personnel should have access to resources and infrastructure. Eliminate nepotism and implement gender equality policy accordingly.

Most women feel inferior. They need to be capacitated at all times. Build women's confidence and ability to work in a team

Capacitate women to cope with additional challenges and responsibilities.

Eradicate political influences when it comes to employment of personnel in the municipality

Firstly Johnson and Rehn (2002:81) illustrate thus certainly quotas alone cannot guarantee the emergence of a gender perspective in the political process although one is more likely to develop when a critical mass of women are in decision-making positions.

Secondly, Mannova (2003:7) suggests a way forward that men and boys must be included in the search for gender equality by creating a large scale and broad social consensus on a range of issues regard women emancipation.

Thirdly Mohammed (2003:101) affirms that mothers always strive to bring up their children with positive norms and ethos with a view to building a family equipped to contribute to the foundation of a decent society.

Lastly in traditional African societies, women played both an active and passive role in all spheres of government in the restoration of peace (Okoro 2013:67)

CHAPTER 5

DATA ANALYSIS AND INTERPRETATION: EVALUATION OF GENDER EQUALITY IN THE PROVISION AND UTILISATION OF WOMEN ADMINISTRATIVE PERSONNEL AT INXUBA YETHEMBA LOCAL MUNICIPALITY

INTRODUCTION

While the roles of women and men are crucial and complex, emphasis in this chapter has been placed on the role of women, whose efforts are of an invaluable significance although often less acknowledged (Directorate – General of Human Rights 2005:28)

Section 9 (3) and (4) of the Constitution prohibits unfair discrimination by the state or another person against anyone on the grounds of gender, race and other factors based on section 9 (3) and (4) of the Constitution, Legislation such as the promotion of equality and prevention of Unfair Discrimination Act/ 2000 (*Act no 4 of 2000*), the basic conditions of Employment Act, 1997 (*Act no 75 of 1997*), the Employment Equity Act, 1998 (*Act no 55 of*

1998), and the Preferential Procurement Policy Framework Act, 2000(*Act no, 4 of 2000*), seek to prevent and prohibit unfair discrimination on the basis of inter alia, race, class, gender and people with disabilities and to promote equality.

Women also compose half of every community, thus in terms of social justice, they ought to be partners with men in decision-making process. This is important because often times, women are excluded from public decision making, leadership and equality achievements (Schirch and Sework 2005:6) However despite the fact that the South African State has formally embarked on transformative development agenda built on and evolving Constitutional Culture and reinforced by vibrant institutions such as the Commission on Gender Equality, the state still has to develop an integrative, all inclusive development agenda (Meer 2005:11).

The fourth World Conference on women gave birth to the Beijing Declaration and platform for action (1995) which called on state parties to take action to promote equal participation of women and equal opportunities for women to participate in all forums and decision making process at all levels. The purpose of this chapter is to present the findings of the research, to analyse and in interpret the collected data. This would lead to the evaluation of gender equality in the provision and utilization of women administration personnel in Nxuba Yethemba local Municipality. For detailed and comprehensive data analysis this chapter has been subdivided into specific Sections. Firstly, the Chapter explains the criteria for data analysis and its interpretation. Secondly, it explains the use of quantitative data analysis which may include the measuring of social phenomena and the drawing of conclusion about relationships between them. This is mainly concerned with numbers and may include the demographic details of respondents, age of respondents, their gender distribution, respondent's home language, years of service, years of service and academic qualifications. Thirdly, the chapter aims to investigate and evaluate gender equality with special emphasis on the provision and utilization of women administrative personnel in Inxuba Yethemba Local Municipality .This would then lead to the gender distribution of respondents.

5.3.1.2 GENDER DISTRIBUTION OF RESPONDENTS

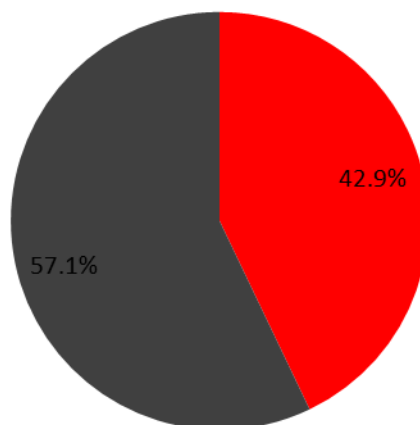
Table 5.1 shows the gender distribution of both the male and female respondents in the Inxuba Yethemba Local Municipality.

TABLE 5.1 GENDER DISTRIBUTION OF MALE AND FEMALE RESPONDENTS IN THE INXUBA YETHEMBA LOCAL MUNICIPALITY

	NO OF RESPONDENTS	PERCENTAGE (%)
MALE	12	42.9
FEMALE	16	57.1
TOTAL	28	100

In Table 5.1, 12 of the 28 respondents who were municipal Political office-bearers and Chief officials in the Inxuba Yethemba Local Municipality were male whereas 16 of them were females. A further observation in terms of their percentage may be depicted by the pie chart below:

Pie Chart 5.1: Gender distribution of respondents in percentage



LEGEND

- MALE
- FEMALE

With reference to Pie Chart 5.1 above, 42.9 of the respondents were male whereas 57.1% of them were females. Thus the percentage of female respondents exceeded that of male respondents by 14.2% after the gender distribution of respondents shall follow the respondent's years of service.

5.3.1.3 RESPONDENTS YEARS OF SERVICE

The longer the service period of employees in any department, the more experienced they might be. The years of service of respondents to the questionnaire would also indicate the number of years employees left for them employees to serve the municipality before retirement. Table 5.2 and 5.3 indicate the years of service of male and female respondents who were municipal political office-bearers in the Inxuba Yethemba Local Municipality.

TABLE 5.2 MALE RESPONDENTS YEARS OF SERVICE

CLASS (INYEARS)	TALLY	F	CF	%
0-4		4	4	33.3
5-10		4	8	33.3
11-15		0	8	0
16-20		1	9	8.4
21 and above		3	12	25.0
		12		100.0

TABLE 5.3 FEMALE RESPONDENTS YEARS OF SERVICE

CLASS (INYEARS)	TALLY	F	CF	%
0-4		8	8	50.0
5-10		1	9	6.25

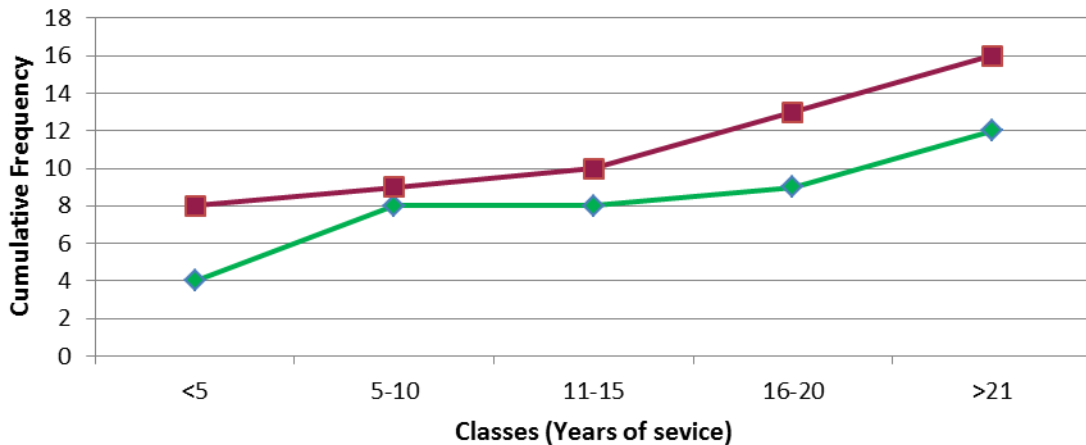
11-15		1	10	6.25
16-20		3	13	18.75
21 and above		3	16	18.75
		16		100

In table 5.2 above, 33.3% of the male respondents had less than five years of service. Similarly, 33.3% of the male respondents had between five to ten years of service, 8.4% of them had 16-20 years of service and 25% of them had 21 or more years of working experience. It could be deduced that 66.6% of the male respondents had between one to ten years of working experience whereas 2.5% of them had worked for 21 years and above in this municipality. Thus the male employees who responded to the questionnaire were adequately experienced.

In table 5.3 it was discovered that 50% of the female respondents had less than five years of service, 6.25% of them had worked between 5 to 10 years, 6.25% of them had worked between 11 and 15 years, 18.75% had between 16 and 20 years of service and the same 18.75% had worked for 21 years and above. Half of the female respondents had worked at the municipality for less than five years, a percentage that was greater than that of their male counterparts by 16.7%.

More comprehensive comparison of the years of service between the male and female respondents who were municipal political office-bearers and chief officials may be depicted by the cumulative frequency curve below:

Curve 5.1: Cumulative frequency curve on years of service on male and female respondents who were municipal political office-bearers and chief officials



LEGEND

- Female
- Male

CLASSES (YEARS OF SERVICE)

Cumulative frequency curve 5.1 indicates that the female respondents had on the average more years of service than the male respondents. If years of service was proportional to experience it would follow that the female respondents were more experienced than their male counter parts.

5.3.1.4 HOME LANGUAGE OF RESPONDENTS

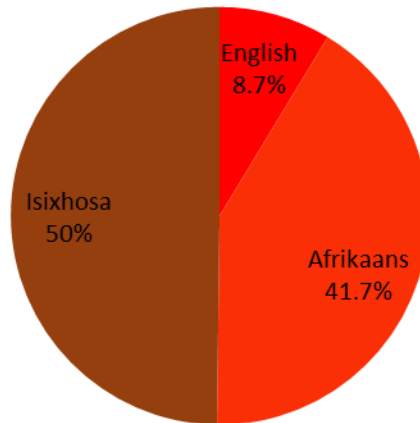
The home language spoken in a municipal; area allows the municipality to determine which languages to use as a medium of communication when disseminating information to its citizens. This would ensure better understanding of municipal by laws policies and procedures. Table 5.4 provides details of the various languages spoken by both the male and female respondents.

TABLE 5.4: HOME LANGUAGE OF MALE AND FEMALE RESPONDENTS WHO WERE MUNICIPAL POLITICAL OFFICE-BEARERS AND CHIEF OFFICIALS IN THE INXUBA YETHEMBA LOCAL MUNICIPALITY

LANGUAGE	MALE RESPONDENTS		FEMALE RESPONDENTS	
	NUMBER	%	NUMBER	%
AFRIKAANS	5	41.7	6	37.5
ENGLISH	1	8.3	0	0
ISIXHOSA	5	50	10	62.5
AFRIKAANS & ENGLISH	0	0	0	0
OTHER	0	0	0	0
TOTAL	12	100	16	100

It could be inferred with reference to table 5.4 that 41.7% of the male respondents used Afrikaans as their home language and only 8.3 of them used English as their home language. Also 50% of the male respondents used IsiXhosa as their home language and only 8.3% of them had English as their home language. It could be deduced that their male respondents used IsiXhosa as their home language more than any other language in this municipality. Looking at the home languages used by the female respondents, it could be inferred that 37.5% of them used Afrikaans as their home language whereas 62.5% of them used IsiXhosa as their home language again, a greater percentage of the female respondents used IsiXhosa as their home language, more detailed analysis of the home language used by both male and female respondents may be depicted by the two pie charts below:

Pie Chart 5.2: Home Languages spoken by the Male respondents in percentages

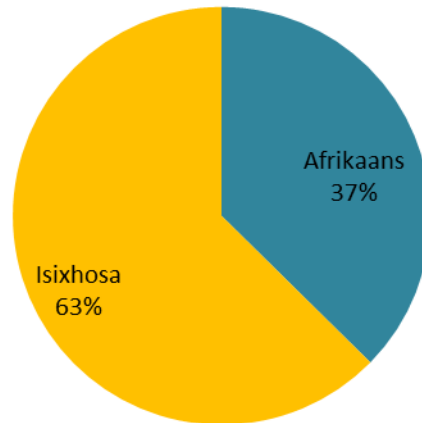


LEGEND

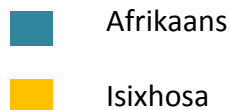
- Isixhosa
- English
- Afrikaans

It could be inferred from the pie chart above that the percentage of male respondents using IsiXhosa as home language exceeded those of other languages. This would mean that the Inxuba Yethemba would have to communicate with its citizens in IsiXhosa, Afrikaans and English in order to accommodate all the people living in this municipal area.

Pie Chart 5.3: Home Language spoken by the female respondents in percentages.



LEGEND



Again in pie chart 5.3, 37% of the female respondents used Afrikaans as their home language whilst 62% of them used IsiXhosa as their home language. None of the female respondents used English as their home language. It could be deduced that the Inxuba Yethemba Local Municipality should communicate with its citizens in IsiXhosa, Afrikaans and English. This would ensure better understanding of municipal by-laws, policies and procedures and stimulate their support for municipal programmes.

Another important demographic details are the academic qualifications of male and female respondents for quick, effective and efficient service delivery. Municipal political office-bearers and chief officials require special skills, expertise, knowledge associated with the required academic and professional qualifications. Table 5.5 depicts the highest academic qualifications obtained by the male and female respondents.

TABLE 5.5: THE HIGHEST ACADEMIC QUALIFICATIONS OBTAINED BY THE MALE AND FEMALE RESPONDENTS INT WERE MUNICIPAL POLITICAL OFFICE-BEARERS AND CHIEF OFFICIALS IN THE INXUBA YETHEMBA LOCAL MUNICIPALITY

Type of Qualification	No of male respondents	%male respondents	No of female respondents	% female respondents
Standard 8/grade 10	1	8.3	-	-
Matric/grade 12	1	8.3	6	37.5
Diploma municipal institution	1	8.3	1	6.25
Diploma/certificate technician	1	8.3	-	-
Diploma/certificate university	3	25.0	8	50
Undergraduate degree university	1	8.3	-	-
Graduate degree university	4	33.3	1	6.25
Total	12	100	16	100

In table 5.5, 8.3% of the male respondents had grade 10 certificates, 8.3% of them had grade 10 certificate, 8.3 of them had matric certificates, 8.3% had a diploma from a municipal institution, 8.3% of the male respondents had a diploma/certificate of a technician and 25% of them possessed a university diploma or certificate. Again 8.3% of the male respondents were in possession of an undergraduate degree whilst 33.3% possessed a postgraduate degree from a university. On the side of the female respondents, it was discovered that none of them had a grade 10 certificate as the highest qualification, 37.5% of the female respondents possessed a matric certificate, 6.25% of them had a municipal diploma as their highest qualification and none of them had a either a technician certificate or diploma. Furthermore 50% of the female respondents had either a certificate or a university diploma as their highest academic qualification but none of them had an undergraduate degree, 6.25% of the female respondents possessed a postgraduate degree from a university.

It could be deduced that most of the male respondents were highly educated (postgraduate degree = 33.3%) than their female counterparts (postgraduate degree = 6.25%). This calls for more encouragement and support for female employees to pursue further studies. The municipality should make available bursaries and scholarships to female employees and offer them study with pay to undertake postgraduate studies. Again none of the female respondents had either a certificate or a diploma of a technician. Technicians and artisans are skills which are male dominated and this perception needs to change in this municipality.

According to Stephenson (2007:133), defeating the cultural ethos that pave for gender discrimination and violence against women can only be achieved through transforming structural socio-economic and political conditions. The evaluation of gender equality in the provision of women administrative personnel then becomes necessary. Gender inequality brings differences between male and female employees which in turn leads to all forms of discrimination in the workplace. The responders about the nature of gender equality may be tabulated below.

TABLE 5.6: RESPONSES RECEIVED FROM THE MALE RESPONDENTS WHO WERE MUNICIPAL POLITICAL OFFICE-BAERERS AND CHIEF OFFICIALS IN THE INXUBA YETHEMBA LOCAL MUNICIPAL ABOUT THE NATURE OF GENDER EQUALITY.

Item no	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
1	Gender equality refers to the state of being equal in status, opportunities, roles and rights in the work situation	-	-	-	7 58.3%	5 41.7%	12 100
2	Prejudice among male employees against women employees regularly occurs in	1 8.32%	2 16.7%	4 33.3%	2 16.7%	3 25%	12 100

	the work situation						
3	Gender difference manifest clearly between men and women, young and old, educated and non-educated and could lead to various forms of discrimination in the work situation	-	2 16.7%	2 16.7%	6 50%	2 16.7%	12 100

TABLE 5.7: RESPONSES RECEIVED FROM FEMALE RESPONDENTS ON THE NATURE OF GENDER EQUALITY

Item no	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
1	Gender equality refers to the state of being equal in status, opportunities and rights in the work situation	-	-	4 25%	7 43.7%	5 31.3%	16 100
2	Prejudice among male employees against women employees regularly occurs in the work situation	1 6.25%	2 12.5%	6 37.5%	4 25%	3 18.75%	16 100
3	Gender	1	-	-	6	9	16

	difference manifest clearly between male and female, young and old educated and non-educated and could lead to various forms of discrimination in the work situation	6.25%			37.5%	56.25%	100
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In table 5.6, 58.3% of the respondents agreed that gender equality referred to the state of being equal in status, opportunities, roles and rights in the work situation and 41.7% of them strongly disagreed with the statement. This means that one hundred percent of the male respondents agreed that gender equality was about having equal status, opportunities and rights in the workplace. Also, 25% of the male respondents strongly agreed that prejudice among male employees against women employees regularly occurred in the work situation 16.7% of the agreed, 16.7% disagreed, 8.3% of them strongly disagreed and 33.3% of them were neutral. This clearly indicated that not all men agree that prejudice among males against females regularly occurred in the workplace. It could be deduced that a proper record of any form of gender inequality needed to be kept at all times in the workplace. Furthermore, 16.7% of the male respondents strongly agreed that gender differences manifested clearly between men and women young and old educated and non-educated which could lead to various forms of discrimination in the work situation, 50% of them agreed to the above statement, 16.7% of them disagreed and 16.7% of them were neutral. It could be deduced that 66.7% of the male respondents had agreed that gender differences existed in the Inxuba Yethemba Local Municipality. This needed urgent attention. To stop this from occurring the municipal officials should create an environment conducive for affected personnel to report all forms of discrimination, reprimand culprits by giving them a verbal or a written warning. This would discourage employees from discrimination against fellow employees.

It could also be confirmed from table 5.7 that 311.3% of the female respondents strongly agreed that gender equality referred to the state of being equal in status, opportunities, roles and rights in the work situation, 43.7% agreed whereas 25% of them were neutral. It could be deduced that 75% of the female respondents were of the view that both men and women should be treated equal when it comes to opportunities, roles and rights in the work situation. Also 18.7% of the female respondents strongly agreed that prejudice among male employees against women employees regularly occurred in the workplace, 25% of them agreed 12.5% of them disagreed, 6.25% of them neutral. It could be confirmed from the data that 43.75% of the female respondents were of the opinion that prejudice among male employees against women employees regularly occurred in the work situation. Again 56.25% of the female respondents strongly agreed that there were gender differences between the male and female employees which could lead to various forms of discrimination in the work situation, 37.5% of them agreed, and only 6.25% of the female respondents disagreed with this statement. Thus, in total 93.75% of the female respondents had agreed that gender differences were existing in the workplace. It requires municipal authorities to resolve this issue once and for all by tackling it head-on. To follow the nature of gender equality is would be the problem associated with the implementation of gender equality.

5.4.2 PROBLEMS WITH THE IMPLEMENTATION OF GENDER EQUALITY

There are good gender equality policies in place in South Africa but there are also problems associated with their implementation. This might be due to lack of political will to enforce compliance of gender equality in all places of employment and respondents about the problems with the implementation of gender equality may be tabulated below:

TABLE 5.8: RESPONSES FROM MALE RESPONDENTS ABOUT PROBLEMS ASSOCIATED WITH THE IMPLEMENTATION OF GENDER EQUALITY

QUESTION	RESPONSES FROM MALE RESPONDENTS
1. What are the current problems being experienced in the promotion of gender equality in your	<ul style="list-style-type: none"> • The problem of recruitment • Implementation of gender equality plan • Scarcity of skills • Underestimation of women

municipality?	<ul style="list-style-type: none"> • Selection of candidates is never used to promote gender equality • There is no capacitation of women to take up leadership position • There is lack of consistency in the implementation of gender equality policies • There are no proper monitoring procedures • Negative attitude towards women personnel • There is lack of female applicants in some instances when a post is advertised • There is a strong resistance by some men to change • Women lack the ability to enforce discipline in most cases
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TABLE 5.9: RESPONSES FROM FEMALE RESPONDENTS ABOUT PROBLEMS ASSOCIATED WITH THE IMPLEMENTATION OF GENDER EQUALITY

QUESTION	RESPONSES FROM FEMALE RESPONDENTS
1. What are the current problems being experienced in the promotion of gender equality in your municipality?	<ul style="list-style-type: none"> • There is currently the exclusion of women in senior management position • Workers unions are not serious about gender equality • There no support from staff • There is no creation of a conducive environment for women to showcase their worth • There is nepotism and inferiority complex on the side of women • Higher/senior posts are usually reserved for men • Men do not trust women when it comes to women

	<p>performing their duties</p> <ul style="list-style-type: none"> • Our municipality has only male directors • Women do not want to take responsibility • Transformation is very slow • There are no programmes in place at the moment to promote gender equality • Men always feel that they are better leaders than women. • Women are excluded in decision making processes • Men do not have confidence in women • There is no monitoring and control measures from the government • A few women apply for senior posts
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It could be deduced that recruitment processes need to be investigated. This is because both the male and female respondents to this questionnaire were dissatisfied with the recruitment processes citing nepotism and political affiliation as the main drawbacks. IF the municipality still refuses to deal with the issue of gender inequality in the workplace, workers would have no other choice other than reporting the matter to their unions so that the trade union leaders may engage with the municipal management to resolve the issue amicably. Men do not trust women to become their leaders and this explains why women do not bother to apply for senior managerial positions. Women believe also that, in cases of applications for senior management positions, preference is always given to their male counterparts at the expense of equally or better qualified female applicants. This needs to come to an end as a matter of urgency. Again the Inxuba Yethemba Local Municipality should open up all careers, skills and disciplines such as engineering, the transport sector, construction, electronics, chemical industries, fire services to all women as well so that they do not become male dominated. To achieve this, the municipality needs to embark on a training programme that will seek to train, develop and equip young women with skills. This would boost the confidence and moral of women. The administrative enabling function for gender equality will also be evaluated.

TABLE 5.10: RESPONSES FROM MALE AND FEMALE RESPONDENTS WHO WERE MUNICIPAL POLITICAL OFFICE BEARERS AND CHIEF OFFICIALS ON THE EVALUATION OF ADMINISTRATIVE ENABLING FUNCTIONS FOR GENDER EQUALITY

NO	ITEM	STRONGLY DISAGREE		DISAGREE		NEUTRAL		AGREE		STRONGLY AGREE	
		M	F	M	F	M	F	M	F	M	F
1	The existing legislation and department policy measures are inadequate to ensure effective gender equality at your municipality	-	-	20%	5%	19%	34%	46.4%	47.1%	14.6%	13.9%
2	The available financial resource are inadequate to implement gender equality effectively	6.2%	11.1%	24.9%	-	9.9%	3.3%	28.4%	70.3%	30.6%	15.3%
3	The existing organisational structures are inadequate to ensure effective implementation of gender equality	10.2%	4.9%	30.1%	20.5%	26.4%	21.8%	11.6%	37.2%	21.7%	15.6%

4	The existing control measures and standards are adequate and effective for controlling gender equality	46.1 %	40%	27.8 %	32.3 %	-	5.8%	13.5 %	10.2 %	12.6 %	11.7 %
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With reference to table 5.10, it could be inferred that 14.6% of the male respondents strongly agreed that the existing legislation and departmental policy measures were inadequate to ensure effective gender equality in the Inxuba Yethemba Local Municipality. 46.4% of them agreed 20% of them disagreed and 19% of them were neutral. Thus 61% of the male respondents who were municipal political office-bearers had agreed to the statement which says the existing legislation concerning gender equality was not inadequate. Also 13.9% of the female respondents strongly agreed that the existing legislation and departmental policy measures were inadequate to ensure effective gender equality, 47.1% of them agreed, only 5% of them disagreed and 34% of them were neutral. It could be deduced that both the male and female respondents had similar views regarding the existing legislation gender equality. The Inxuba Yethemba Local Municipal officials should expose all workers to legislation policies and procedures and programmes of gender equality. In addition to the above, 30.6% of the male respondents strongly agreed that the available financial resources were inadequate to implement gender equality effectively, 28.4% of them agreed, 24.9% of them disagreed, 6.2% of them strongly disagreed whilst 9.9% were neutral. Furthermore, 15.3% of the female respondents strongly agreed that the available financial resources were inadequate to implement gender equality effectively, 70.3% of them agreed, 11.1% of them strongly disagreed and only 3.3% of them were neutral. It could be deduced that the municipality needed to budget properly for gender equality programmes which would seek to create awareness and enforce the implementation, monitoring and controlling of such programmes and procedures. Again 21.7% of the male respondents strongly agreed that the existing organisational structures were inadequate to ensure effective implementation of gender equality, 11.6% of them agreed, 30.1% of them disagreed, 10.2% strongly disagreed and 26.4% of them were

neutral. Also 15.6% of the female respondents who were municipal political office-bearers and chief officials strongly agreed that the existing organisational structures were inadequate to ensure effective implementation of gender equality, 37.2% had agreed, 20.5% disagreed, 4.9% of them strongly disagreed and 21.8% were neutral. It is worthy of note that proper and sufficient structures should be established by the Inxuba Yethemba to deal with gender equality matters. These structures should be mandated to provide monthly or quarterly reports to the municipal manager. This would enable council to understand any progress made with regard to gender equality. Furthermore 12.6% of the male respondents strongly agreed that the existing control measures and standards were adequate and effective for controlling gender equality, 13.5% of them agreed, 27.8% of them disagreed whilst 46.1% of the male respondents strongly disagreed. Similarly 11.7% of the female respondents strongly agreed that the existing control measures and standards were adequate and effective for controlling gender equality, 10.2% of them agreed, 32.3% of the female respondents disagreed with the statement. It is clear from the data that the existing control measures and standards were either inadequate or there was lack of implementation. Standards needed to be set and explained to all employees. They should be made to commit themselves by appending their signatures to all control measures put in place to evaluate the level and the extent of gender equality across all the departments / sections in the municipality. Any section/department that implements gender equality more effectively should be identified, applauded and given recognition. This would motivated and eliminate gender inequality. Personnel provision and utilization is of paramount importance to every organisation. It then becomes extremely necessary to examine the gender equality on human resource determination.

5.4.3.1 GENDER EQUALITY IN HUMAN RESOURCE DETERMINATION

For high productivity to be realised, skilful experts, effective and efficient need to be employed. Human resource determination forms part of the processing phase in the system theory. The number of male and female employees in administrative capacity in the Inxuba Yethemba Local Municipality according to the male and female respondents who were municipal political office-bearers and chief officials may be tabulated below in table 5.8.

TABLE 5.11: THE NUMBER OF MALE AND FEMALE EMPLOYEES IN ADMINISTRATIVE CAPACITY IN THE INXUBA YETHEMBA LOCAL MUNICIPALITY ACCORDING TO MALE AND

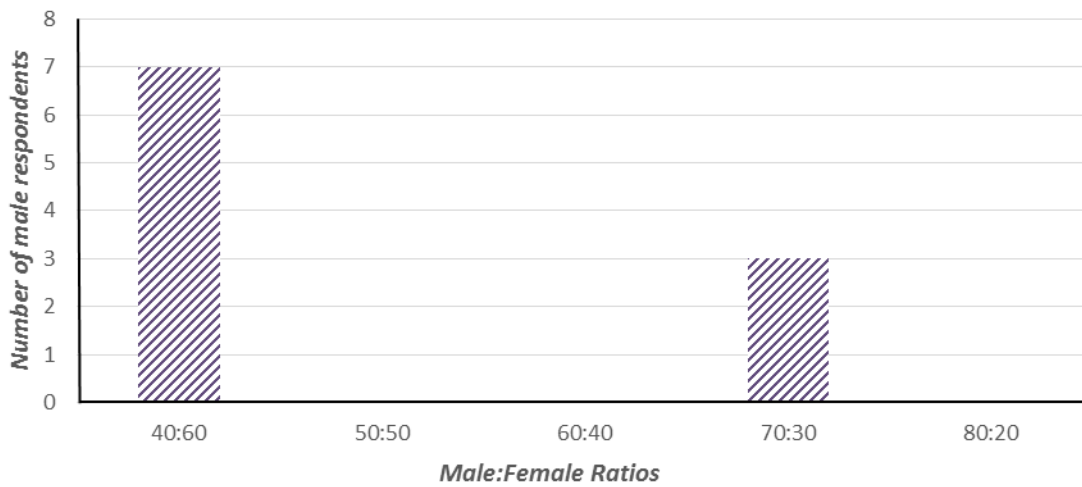
FEMALE RESPONDENTS WHO WERE MUNICIPAL POLITICAL OFFICE-BEARERS AND CHIEF OFFICIALS

MALE RESPONDENTS	NO OF MALE ADMINISTRATIVE PERSONNEL	%	NO OF FEMALE ADMINISTRATIVE PERSONNEL	%	TOTAL
1	7	70.0	3	30.0	100
2	4	40.0	6	60.0	100
3	6	42.8	8	57.2	100
4	5	50.0	5	50.0	100
5	4	40.0	6	60.0	100


Table 5.8 depicts clearly the number and the percentage of male and female administrative personnel employed in the various departments in the Inxuba Yethemba local Municipality. According to respondents 1, seven male administrative personnel (70%) were employed as against three female administrative personnel (30%).

Responses from other respondents were as follows: respondent's 2: 40% of the administrative personnel were male as against 60% female. Respondents3: 42.8% of the administrative personnel were male as against 57.2% female. Respondent 4: 50% of the administrative personnel were male and 60% were female as far as employment was concerned was narrowing. IN some sections/departments, the number of women employed as administrative personnel exceeded that of men. This is very much encouraging. The Inxuba Yethemba Local Municipality is making a tremendous progress towards the government's target for 50:50 ratio in gender equality in the workplace. The gender equality ratio for both male and female according male and female respondents would now be explained in bar graphs 5.2 and 5.3 below:

Bar Graph 5.2: The ratio of gender equality as perceived by male respondents who were municipal political office - bearers and chief officials

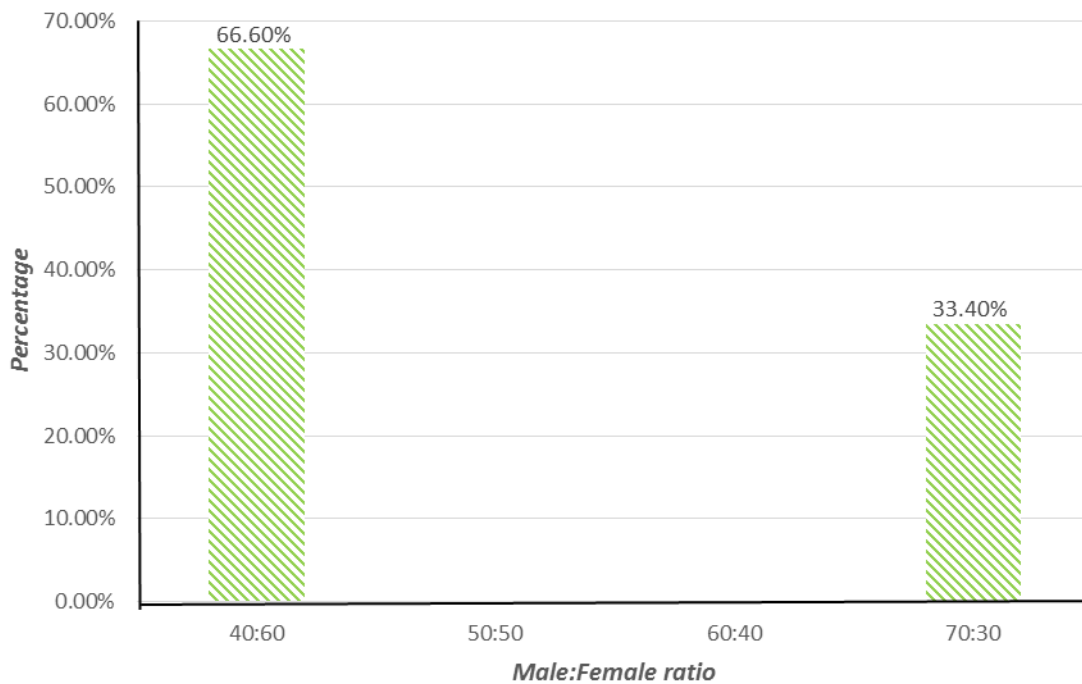


Legend


 Male respondents

In bar graph 5.2, 70% of the male respondents agreed that the gender equality ratio in the employment of male and female administrative personnel was 40:60 (male:female) and 30% of them were of the view that the ratio was 70:30 in favour of males employed as administrative personnel.

Bar Graph 5.3: Gender equality ratio as per perceived by the female respondents who were municipal political office - bearers and chief officials



Legend

 Female respondents

It is clear from bar graph 5.3 that 66.6% of the female respondents had a nation that the male: female ratio about the employment of administrative personnel was 40:60, 33.4% of them agreed also that the ratio was 70:30. People view situation differently and that brings about differences in opinion. However, it could be deduced that the municipality is working towards gender parity in the employment of administrative personnel. Women in this are mostly single parents and poor due a high rate of unemployment emanating form lack of skills development. This has effected investment growth (Klasen, 1999 and 2002, Knowles et al 2002)

5.4.3.2 GENDER EQUALITY IN THE RECRUITMENT OF PERSONNEL

The commission for gender equality has four main objectives which seek to address and challenge all forms of gender oppression and inequality:

These are creating an enabling legislative framework, protecting and promoting gender equality, monitoring and promoting gender equality, monitoring state compliance to international conventions and creating an effective, efficient, visible and sustainable

institution. (Annual report – 2012/13 – commission for gender equality). Municipal officials must bear in mind that in recruiting personnel care must be taken to ensure fairness and gender equality. Table 5.9 the details of the responses from the male regarding the recruitment of personnel.

TABLE 5.12: GENDER EQUALITY IN THE RECRUITMENT OF PERSONNEL (RESPONSES FROM THE MALE)

NO	QUESTION	YES	NO	DO NOT KNOW	TOTAL
1	Are you satisfied that the existing recruitment arrangement is effective to obtain and appoint suitable women administrative personnel	63.7%	36.6%	-	100
2	Do you experience any problems in the recruitment of women administrative managers	37.2%	62.8%	-	100

RESPONSES FROM THE FEMALE RESPONDENTS ON THE RECRUITMENT OF PERSONNEL

NO	QUESTION	YES	NO	DO NOT KNOW	TOTAL
1	Are you satisfied that the existing recruitment arrangement is effective to obtain and appoint suitable women administrative personnel?	37.5%	62.5	-	100
2	Do you experience any problems in the recruitment of women administrative personnel managers	15.4%	84.6%	-	100

Table 5.12 provides a more supportive evidence in the recruitment of female administrative personnel I the Inxuba Yethemba Local Municipality. According to the male respondents, 63.75 of them were satisfied that the existing recruitment arrangement was effective to obtain and appoint suitable women administrative personnel. 36.3 % did not support this

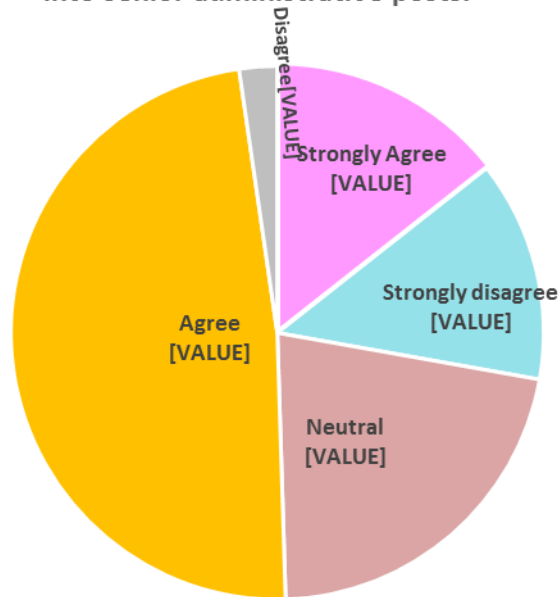
view. Also 37.2% of the male respondents had problems in the recruitment of women administrative personnel whereas 62.8% of them did not. It was clear that the recruitment of female administrative manager do not enjoy hundred percent support from the male Municipal political office-bearers and Chief Officials. It showed that the male were still not comfortable when women were appointed to be their managers. The municipality should embark on a programme which seeks to assess the performance of all managers and identify specific female manager who are exceptionally good with supporting evidence. This will provide to everyone how women can be on top of their work given the opportunity. On the contrary, 37.5% of the female respondents were satisfied that the existing recruitment arrangement was effective to obtain and appointment suitable women administrative personnel whereas 62.5% did not support this view. Women feel that men undermine their authority and suppresses them in line of duty. Interestingly, 84.6% of the female respondents had no problems in the recruitment of women administrative managers as against a were 15.4% who did not support the view. Women feel that they also deserve to be promoted when opportunity comes their way. The Inxuba Yethemba Municipal officials should establish a task team to investigate all forms of promotions and come up with recommendations which should include a system which is transparent. This would then led to gender equality in the selection of personnel.

5.4.3.3

The main purpose of the Employment Equity Act No.55 of 1988 is to achieve equity in the workplace by promoting equal opportunity and fair treatment in all forms of employment through elimination of unfair discrimination as well as the implementation of affirmative action measures. The main aim is to redress the disadvantages in employment experienced by designated groups in order to ensure equitable representation in all occupational categories in the workplace. In all stages in the selection process, the selection panel should not lose focus of this Act. Pie chart 5.4 shows the responses of the role respondents regarding the selection of

personnel.

Pie Chart 5.4: Percentage satisfaction of Male respondents concerning the appointment of female administrative personnel into senior administrative posts.

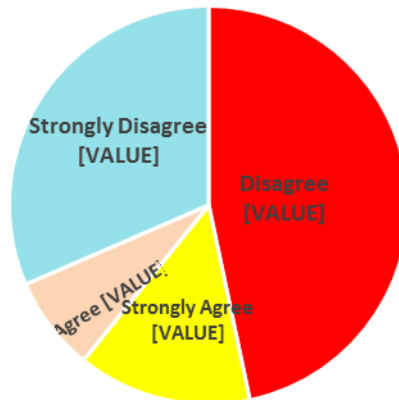


Legend

- Strongly Agree
- Strongly Disagree
- Neutral
- Agree
- Disagree

Pie Chart 5.4 depicts the following: 48% of the male respondents agreed that they were satisfied with the existing arrangement for the selection and appointment women administrators into senior positions, 14.4% of them also agree, only 2,3 % of them disagreed, 13.4% strongly disagreed whilst 21,7% were neutral disagreed whilst 21.7% were neutral. It could be deduced that the existing arrangement for selection and appointment needed to be improved to be fair, democratic and transparent. Responses from the female respondents about the selection of personnel may be explained by Pie Chart 5.5.

Pie Chart 5.5: Percentage satisfaction of male respondents concerning the appointment of Female administrative personnel into senior administrative posts



Legend

- Strongly disagree
- Disagree
- Strongly agree
- Agree

In the Pie Chart above, 46.7% of the female respondents disagreed with the existing arrangement for the selection and appointment of female administrators into senior administrative posts. 31.5% of them strongly disagreed, and only 7.7% agreed and 14.1% of them strongly agreed to the statement. In total, 78.2% of the female respondents disagreed indicating that they were not satisfied with the procedures and processes followed when appointing an employee in to senior management position. This should be a matter of concern to the Inxuba Yethemba Local Municipality. Women feel they are always discriminated against, undermined, disrespected and over looked when-ever it comes to promotions. Another important area to examine is the gender equality in the appointment and placement of personnel.

5.4.3.4 GENDER EQUALITY IN THE APPOINTMENT AND PLACEMENT OF PERSONNEL

Appointment may be defined as the process of formally appointing the successful candidate in a vacant post either in a part-time capacity, temporary or permanent position with or without probationary period (Meiring, 2001: 124). Appointment of a suitable candidate

should take into account the need to address the imbalance of the past. Appointment of suitable candidate should take into account the need to redress the imbalance of the past in accordance with section 9 (2) and 195 (1) of the constitution and the employment equity, plan referred to in section 20(1) of the Employment Equity Act, 1998 (Act No 55 of 1999) to achieve a broadly represented according to race, gender and disability.

TABLE 5.13: RESPONSES FROM THE FEMALE RESPONDENTS ABOUT GENDER EQUALITY IN THE APPOINTMENT AND PLACEMENT OF FEMALE ADMINISTRATIVE PERSONNEL IN THE INXUBA YETHEMBA LOCAL MUNICIPALITY

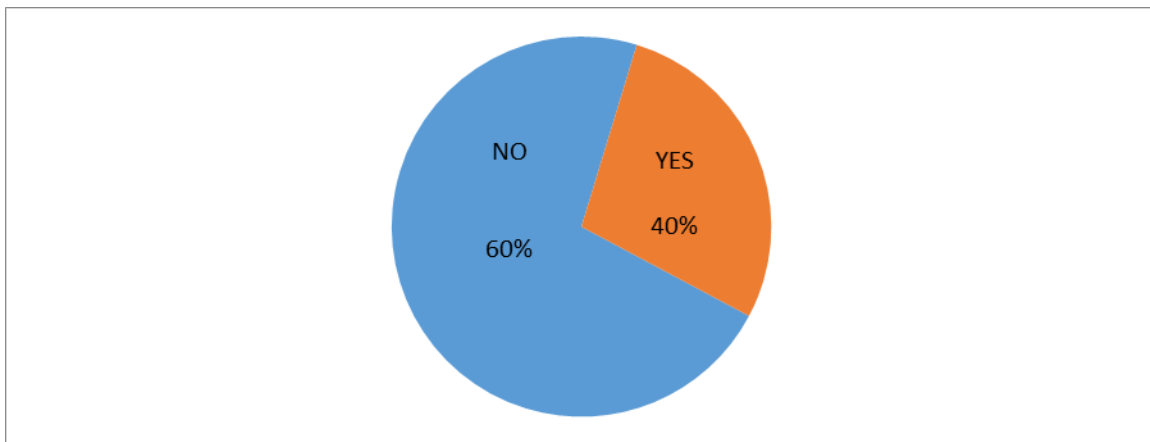
STATEMENT	1 STRONGLY DISAGREED	2 DISAGREED	3 NEUTRAL	4 AGREED	5 STRONGLY AGREED	TOTAL
Women are often highly educated than men but are often not seen as candidates for appointment and promotion	8.1%	5.6%	-	17.9%	68.4%	100

Referring to table 5.13, it is clear that 68.4% of the female respondents strongly agreed that women were often highly educated than men but were often discriminated upon whenever, it came appointments and promotions, 17.9% of them agreed indicating that a total of 86.3% of the female respondents agreed to the above statement, 5.6% disagreed and 8.1% strongly disagreed. It could be deduced that a greater percentage of both male and female respondents believed strongly that women were highly educated than their male counterparts but the senior management positions were mostly occupied by men. This is a frustration to the women and needed to be addressed quickly by the Inxuba Yethemba Local Municipality. It is vital to promote employees who are skilful better qualified and well experienced.

5.4.3.5 GENDER EQUALITY IN THE PROMOTION OF PERSONNEL

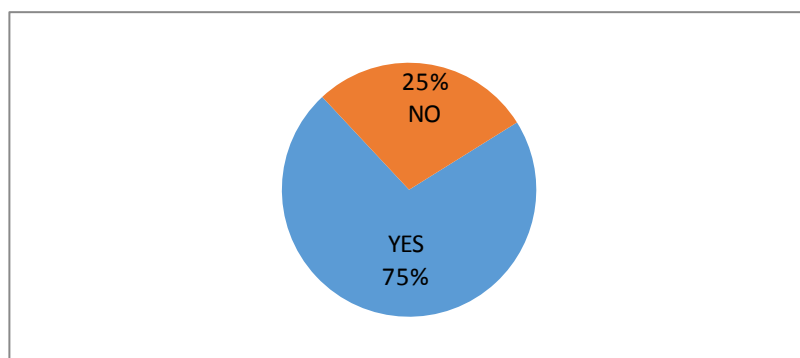
Promotion is defined by Andrew (1988:200) and Stahl (1971:158) as, “A process to advance an employee to a higher position with greater responsibilities, more status, better working conditions and increased salary”. Promotion motivates an official and urges him or her to work harder towards the achievement of organisational objectives. A suitable environment should be created for employees to compete for promotions. Responses from respondents who were Municipal Political Office-bearers may be shown in the pie chart 5.6.

PIE CHART 5.6: RESPONSES FROM THE MALE RESPONDENTS ABOUT PROMOTION OF PERSONNEL



In pie chart 5.6 above, 60% of the male respondents who were Municipal Political Office-bearers in the Inxuba Yethemba Local Municipality said they would not appoint women into senior administrative positions whereas 40% said they would. It is clear that men do not like to see a situation where they come under the supervision and control of women in spite of all their capabilities. This is still a challenge to the Inxuba Yethemba Local Municipality. Men need a lot a of education and counselling I this area if the aim is to address the issue of inequality.

PIE CHART 5.7: RESPONSES FROM THE FEMALE RESPONDENTS REGARDING THE PROMOTION OF FEMALE ADMINISTRATIVE PERSONNEL IN THE INXUBA YETHEMBA LOCAL MUNICIPALITY



Referring to pie chart 5.7 above, 75% of the female respondents prefer to promote females into senior administrative positions whereas only 25% would not do so. This was in sharp contrast to the data in pie chart 5.6. Women feel that they are ready and capable for promotion and they believe they can do very well in areas where men have failed. The time has come for the municipality to acknowledge, recognize, appreciate and reward women for their efforts and hard work against all odds. This scenario may be further investigated using the Chi-square test. The purpose of the Chi-square test is to establish whether a significant statistical difference existed between the actual observed frequencies (A) and the expected frequencies E . This may be given by the formula below:

$$\sum \frac{(A-E)^2}{E}$$

E

A = Actual observed frequency and

E = Expected frequency

This may be illustrated in detail in **Table 5.14**:

A	E	A-E	(A-E) ²	$\frac{(A-E)^2}{E}$
75	70	5	25	0.36

THE CHI-SQUARE TEST – 0.36

It could be deduced from the above exposition that a difference existed between what the female respondents perceived concerning the promotion of women into higher administrative positions and what was expected of them

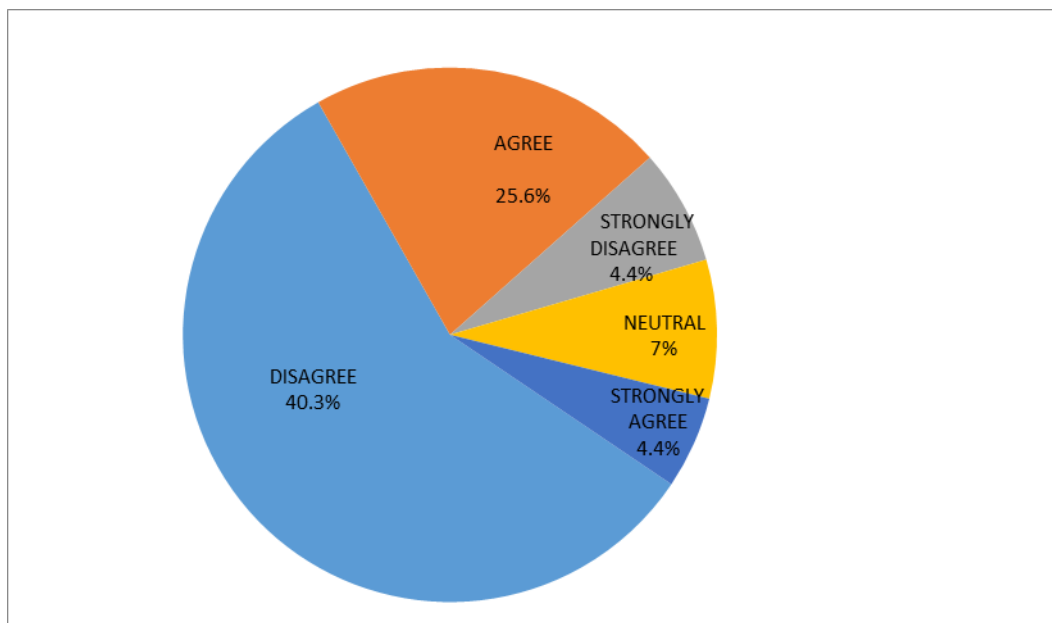
5.5 EVALUATION OF GENDER EQUALITY IN THE UTILIZATION OF WOMEN ADMINISTRATIVE PERSONNEL (PROCESSING PHASE)

5.5.1 GENDER EQUALITY IN PERSONNEL TRAINING AND DEVELOPMENT

Personnel training and development is an important processing phase in the system theory. Personnel who are trained and developed add value to productivity and service delivery.

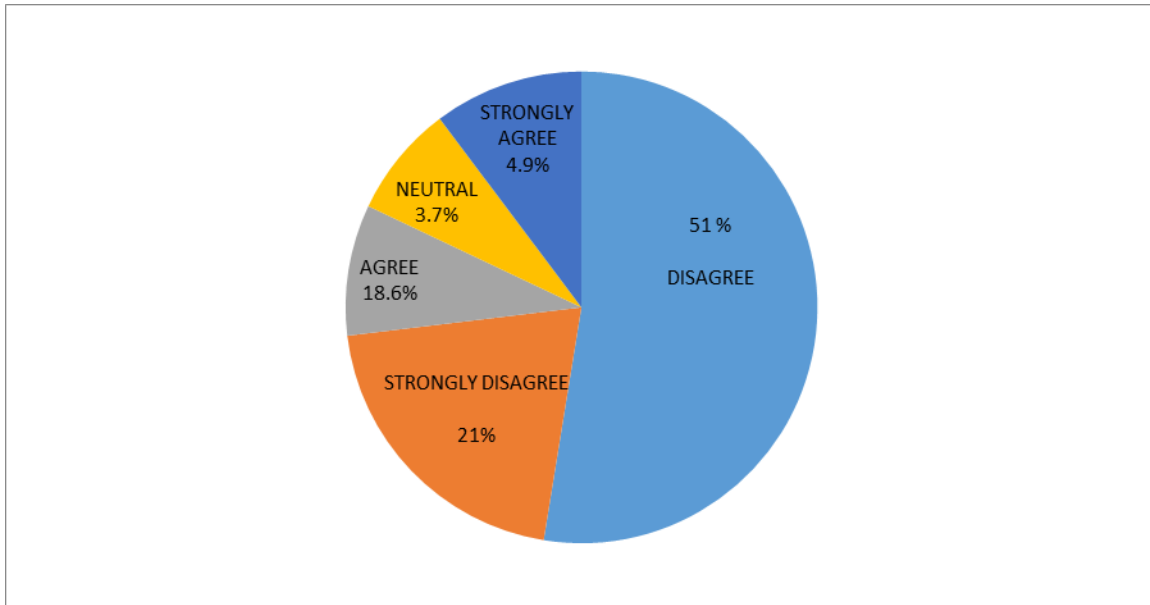
Training involves interventions which assist employees with the development of competencies relevant to their existing positions. Development on the other hand involves interventions which are broader in focus which provides for the building of competencies which provides for the building of competencies which will enable the employee to take on tasks and responsibilities (Jones et al 2000). Responses on training and development of female administrative personnel may be depicted by the pie chart below:

PIE CHART 5.8: RESPONSES RECEIVED FROM THE MALE RESPONDENTS REGARDING THE TRAINING AND DEVELOPMENT OF FEMALE ADMINISTRATIVE PERSONNEL IN THE INXUBA YETHEMBA LOCAL MUNICIPALITY



In pie chart 5.8, it is clear that 25.6% of the male respondents agreed that women administrative personnel were purposely trained and developed to meet the requirements of senior management posts, 4.4 strongly agreed, 22.7% of them strongly disagreed, 40.3% of the male respondents disagreed and 7% were neutral. Men still feel that women lack self-confidence and managerial skills to lead and head sections or departments. This might have caused a great deal of misunderstanding which was hampering the promotion of well-deserved female administrative personnel in this municipality.

PIE CHART 5.9: RESPONSES FROM THE FEMALE RESPONDENTS ABOUT THE TRAINING AND DEVELOPMENT OF FEMALE ADMINISTRATIVE PERSONNEL



Referring to Pie Chart 5.9. above, 18.6% of the female respondents agreed that women administrative personnel were purposely trained and developed to meet the requirements of senior management posts, 4.9% of them strongly agreed, 21% of them strongly disagreed, 51.8% of them disagreed and only 3.7% were neutral. Women feel they have been ignored when it come training and development. To capacitate women, some training programmes would have to be provided by the municipality in order to address the imbalances of the post. It goes without saying that all employees are motivated by the benefits they receive.

5.5.2 GENDER EQUALITY IN THE DETERMINATION OF PERSONNEL BENEFITS

According to Jones et al (200) pay includes salary and bones whole benefits include number of days sick leave and vacation leave, medical aid and life insurance,

Table 5.15 indicates the feelings and the views of male respondents regarding the remuneration, service and fringe benefits applicable to administrative personnel in the Inxuba Yethemba Local Municipality.

TABLE 5.15: VIEW OF MALE RESPONDENTS ON THE BENEFITS APPLICABLE TO ADMINISTRATIVE PERSONNEL

QUESTION	% YES	% NO	TOTAL
Are the remuneration, service and fringe benefits applicable to all percent administrative personnel	57.2	42.8	100

In table 5.15, 57% of the male respondents believed that the remuneration, service and fringe benefits were applicable to all permanent administrative personnel whereas 42.8% did not agree.

TABLE 5.16: VIEWS OF FEMALE RESPONDENTS ON THE BENEFITS APPLICABLE TO ADMINISTRATIVE PERSONNEL

QUESTION	% YES	% NO	TOTAL
Are the remuneration, service and fringe benefits applicable to all percent administrative personnel	40.1	59.9	100

Also in table 5.16, 40.1% of the female respondents believed that all permanent administrative personnel enjoyed the same remuneration and benefits irrespective of gender, whilst 59.9% of them disagreed. We could see here that women are dissatisfied with the kind of remuneration and service their male counterparts were paid more than them for the same job they do. The Inxuba Yethemba Local Municipal council should establish a task team to conduct further investigation in this regard and come out with their findings and recommendations which should be followed by action.

5.5.3 GENDER EQUALITY IN THE MAINTENANCE OF DISCIPLINE AMONG EMPLOYEES

With a special reference to the Unites States Office of personnel management, manager's handbook, (1980:219) peace-building is the effort to strengthen the prospects for internal peace and decrease the likelihood of conflict.

TABLE 5.17 MAINTENANCE OF DISCIPLINE IN THE WORK-PLACE (MALE RESPONDENTS)

STATEMENT	1 STRONGLY DISAGREED	2 DISAGREED	3 NEUTRAL	4 AGREED	5 STRONGLY AGREED	TOTAL
The maintenance of discipline is action to correct the conduct of an employee	-	11.5%	-	56.4%	32.1%	100

On discipline front, 32.1% of the male respondents strongly agreed that the maintenance of discipline line was an action intended to correct the conduct of all employees, 56.4% agreed and only 11.5% of them disagreed to the statement.

TABLE 5.18: MAINTENANCE OF DISCIPLINE IN THE WORKPALCE (FEMALE RESPONDENTS)

STATEMENT	1 STRONGLY DISAGREED	2 DISAGREED	3 NEUTRAL	4 AGREED	5 STRONGLY AGREED	TOTAL
The maintenance of discipline is an action to correct the conduct of an employee	-	5%	-	28%	67%	100

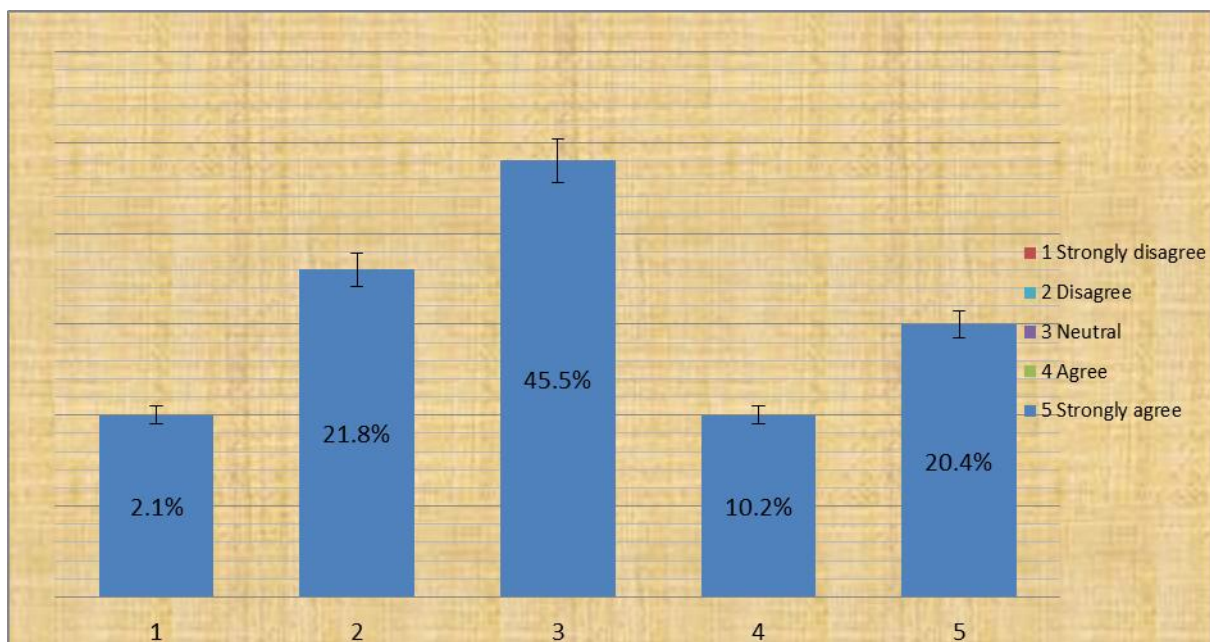
In a similar manner, 67% of the female respondents strongly agreed that the maintenance of discipline was a corrective action for the conduct of all employees, 28% of them also agreed and only 5% disagreed. The citizens of Inxuba Yethemba Local Municipality keep on complaining of corruption, mismanagement of public funds, wasteful expenditure, embezzlement of public funds and the fact that jobs were reserved for people based on their political affiliation. The Municipal Council should take action against guilty of any wrong doing. Counselling is an important tool that builds personnel confidence and a morale booster.

5.5.4 GENDER EQUALITY IN COUNSELLING OF PERSONNEL

According to Uys (1992:2) and Cloete (1996:232) counselling assists normal people to adopt to day to day life and to realize their maximum potential in the work environment. No one can judge himself/herself and expect such judgement to be fair. Employees are always anxious to see their progress, their work output and their attitude towards work as well as the way they interact with the working environment from their supervisors.

Responses from male respondents on the counselling of women administrative personnel may be shown in the bar graph below:

BAR GRAPH 5.4 MALE RESPONDENTS ON THE COUNSELLING OF FEMALE ADMINISTRATIVE PERSONNEL



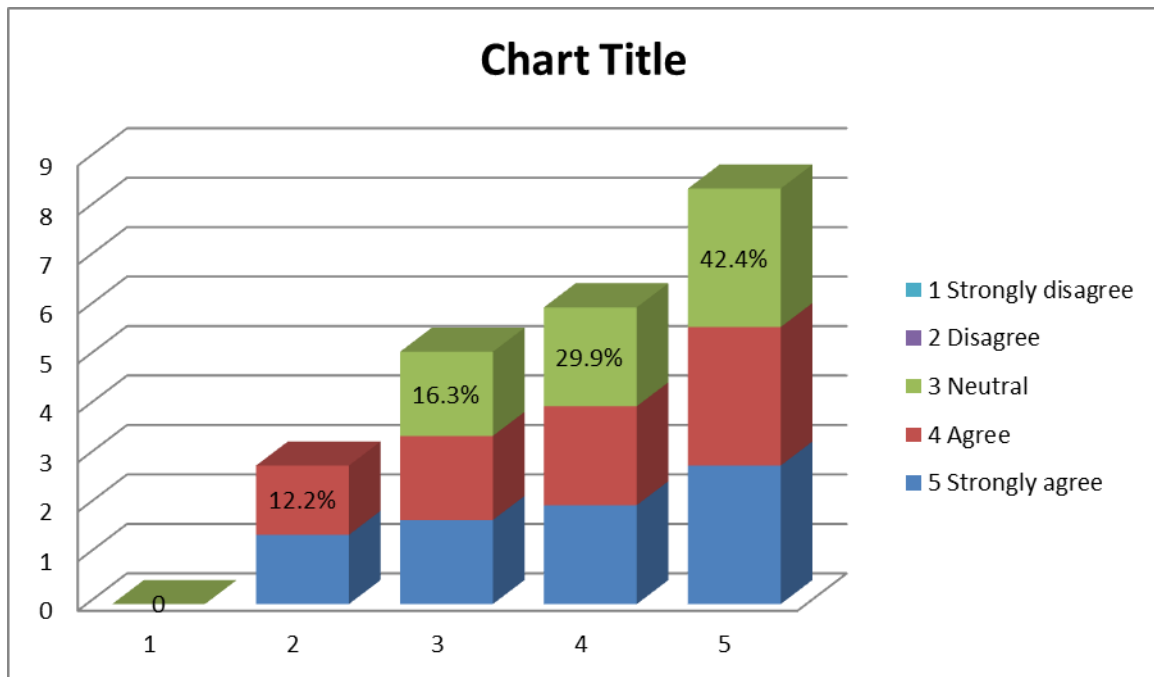
LEGEND

1	STRONGLY DISAGREED
2	DISAGREED
3	NEUTRAL
4	AGRRED

5	STRONGLY AGREED
---	-----------------

In bar graph 5.4 above, 2.1% of the male respondents strongly disagreed that they experienced problems in counselling women administrative personnel, 21.8% disagreed, 45.5% were neutral. 10.2% of them agreed that they experienced difficulties when counselling women and 20.4% strongly agreed that they experience problems when counselling female administrative personnel. Female responses on counselling may also be explained in detail in bar graph 5.5 below:

BAR GRAPH 5.5: RESPONSES FORM THE FEMALE RESPONDENTS ON THE COUNSELLING OF FEMALE ADMINISTRATIVE PERSONNEL



LEGEND

1	STRONGLY DISAGREED
2	DISAGREED
3	NEUTRAL
4	AGRRED
5	STRONGLY AGREED

There was a sharp contrast between the responses from the male respondents and that of the female respondents. 42.4% of the female respondents strongly agreed that they experience problems when counselling female administrative personnel in the Inxuba Yethemba Local Municipality, 29.9% agreed that they experience problems counselling women, 16.3% were neutral whereas 12.2% of them disagreed meaning they did not experience difficulties when counselling women administrative personnel.

It could be deduced that counselling should be an on-ongoing process. The Inxuba Yethemba Local Municipality should budget for counselling in its annual budget. This would enable the municipality to acquire the services of expert counsellors to assist employees.

5.5.5 GENDER EQUALITY IN MUTUAL CONSULTATION AND COLLECTIVE BARGAINING

A trade union is to established and promotes professionalism, promote good ethical codes of conduct and ensure the protection of its membership as well as negotiate for better conditions of service for its members. Employees in the Inxuba Yethemba Local Municipality belong to the South African Local Government Association as their union. All workers believe that collective bargaining involves the process of negotiation and interpretation of collective agreement covering conditions of service such as remuneration and other fringe benefits. Women now have the opportunity to consult with their trade union on matters concerning discrimination or gender inequality. The following are in the output phase.

5.6 EVALUATION OF THE OUTPUT OF GENDER EQUALITY IN PERSONNEL PROVISION AND UTILIZATION

Output are the result of specific services, function processes and project that convert inputs, namely, human, financial, policy and the rest into specific outputs for local economic development. The output of gender equality programmes are designed to provide structures and relationships between male and female employees to:

- Improve work performance
- Make better use of current workforce
- Obtain fewer discrimination complaints
- Improve workers morale and
- Improve the effectiveness of municipal services.

If all the above carried out appropriately it would enhance and promote investment and tourism thereby leading to local economic development.

5.7 EVALUATION OF THE IMPACT OF GENDER EQUALITY ON PERSONNEL PROVISION AND UTILIZATION (IMPACT PHASE)

The impact of gender equality in personnel provision and utilization which is in the impact phase in the System Theory may be analysed as follows:

TABLE 5.19 RESPONSES FROM MALE PERSONNEL REGARDING PERSONNEL PROVISION AND UTILIZATION

STATEMENT	1 STRONGLY DISAGREED	2 DISAGREED	3 NEUTRAL	4 AGREED	5 STRONGLY AGREED	TOTAL
Gender equality is subject to the influence of economic, social, physical and the political environment	-	-	12.7%	48.1%	39.2%	100

With reference to table 5.19, 39.2% of the male respondents strongly agreed that gender equality was subject to the influence of economic, social, physical and the political environment, 48.1% agreed and 12.7% of them were neutral. It could be deduced that 87.3% of the respondents supported this view. The reality of the situation is that politics play an important role in the implementation of gender equality. Thus lack of political will to deal with the issue of gender inequality in the past is still hampering progress. This then leads us to the feedback.

5.8 EVALUATION OF THE FEEDBACK OF GENDER EQUALITY ON WOMEN IN PERSONNEL PROVISION AND UTILIZATION (MALE RESPONSES)

TABLE 5.20

QUESTION	1 ALWAYS	2	3	4	5

		REGULARLY	SOMETIMES	NEVER	TOTAL
Does the Chief Officials provide feedback to political office bearers on the implementation of gender equality programmes?	18.6%	5.1%	32.6%	43.7%	100

Table 5.20 presents the responses of the male respondents on the provision of feedback on the implementation of gender equality programmes, 43.7% of them said no feedback came from the Chief Officials to the political-bearer's, 32.6% said it happened sometimes, 5.1% said it happened regularly and 18.6% were of the view that feedback on the implementation of gender equality programmes were always given by the Chief Officials to the political office-bearers. Chief officials are expected to provide feedback to their sub ordinates at all times.

CONCLUSION

This chapter presented and analysed the data collected. The purpose was to evaluate the impact of the gender equality in the provision and utilisation of women administrative personnel at the Inxuba Yethemba Local Municipality. The chapter presented the findings of the study from both the quantitative and qualitative data perspective..

In the quantitative data analysis it was found that:

- ❖ Gender equality in the provision and utilization of women administration personnel in Inxuba Yethemba Local Municipality policy is in place.
- ❖ There was a lack of proper and effective implementation of gender equality policy
- ❖ This was particular due to the fact there is no budget for gender equality policy

The qualitative data analysis showed that:

- ❖ A gender proportion of respondents in the Inxuba Yethemba Local Municipality were female, this means there is need to address gender equality at the work place
- ❖ On the average female respondents at the Inxuba Yethemba Local Municipality want change in the implementation of gender equality
- ❖ There is currently the exclusion of women in senior management position

In keeping with its mandate to ensure the realisation of gender equality and gender partnership, including the increase in number of women engaged decision making (Obaid 2010:1) this research focuses on the evaluation of the progress made regarding gender equality in the provision and utilization of women administrative personnel in Inxuba Yethemba Local Municipality. It is now globally acknowledged that discrimination against women is not just the worst form of marginalizing women, but also had deep reaching effects on both men and women. In relation to the UNSCR 1325, Gurirab 2010.1) observes that women's involvement in government decision making is necessary in giving significant political visibility to women's rights worldwide.

As discussed above, a crucial challenge faced by women is the issue of under-representation since few local municipalities have mainstreamed women in their policies and programmes of decision making.

It was found that there was general feeling that women also deserve to be promoted in the Inxuba Yethemba Local Municipality when opportunity comes their way, which prompted this research to be conducted and allegation investigated to establish any element of truth. The municipal officials of Inxuba Yethemba Local Municipality should ensure that gender

policies are effectively implemented. To achieve things there should be evaluation, monitoring and accountability, those who implement such policies should provide all stakeholders with feedback periodically (Cloete 1994:58-59). The Inxuba Yethemba Local Municipality should start looking for suitable women for future replacements. The municipality should implement and enforce gender equality in its working environment in line with the Employment Equity Act, 1998, Women employees in this municipality are well experienced in performing day to day tasks. Those women officials whose highest academic qualifications are the matric certificate or grade 12 should be encouraged to study further. Firstly, it was clear from the data that the existing control measures and standards were either inadequate or there was lack of implementation. It is worthy to note that proper and sufficient structures should be established by the Inxuba Yethemba to deal with gender equality matters.

Secondly, personnel provision and utilization is of paramount importance to every organisation, it then becomes extremely necessary to examine the gender equality on human resource determination for high productivity to be realised, skilful experts, effective and efficient need to be employed. Human determination forms part of the processing phase in the system theory. Terry (1977:22)

Thirdly, the commission for Gender Equality has four main objectives which seek to address and challenge all forms of gender oppression and inequality.

These are creating an enabling legislative framework, protecting and promoting gender equality, monitoring state compliance to international conventions and creating an effective, efficient, visible and sustainable institution (annual report 2012/13 – commission for gender equality). Municipal officials must bear in mind that in recruiting personnel care must be taken to ensure fairness and gender equality.

Fourthly, appointment may be defined as the process of formally appointing the successful candidate in a vacant post (Meiring, 2001:124) Given the increasingly competitive environment within which organisation currently operate Human Resource has a new strategic mandate which is to achieve organisational excellence placement on the other hand refers to the process matching a new opposite to existing and future posts for purpose of training, development and job performance (Botes, 1994:14.8).

CHAPTER 6

STUDY ANALYSIS, RECOMMENDATION AND CONCLUSION

6.1 INTRODUCTION

Comparative public administration may be defined as the study of administrative system that seeks to study the patterns and regulates administrative action and behaviour (Fayol, Taylor, Urwick, 1997). A comparative study involves the process of examining two or more items or situations in order to come out with their differences and similarities as well as the possible causes of their differences. It is crucial to note that every area of human activity, including administrative processes requires continuous and systematic research for it to be developed. Municipalities differ in structure, operation and function and as such it is necessary to investigate why this is so. The draft Women and Gender Equality Bill, 2013 (Bill) was drafted by the Department of Women, Children and People with Disabilities, to promote equality perspectives in relation to women and to prevent discrimination against women on the basis of gender.

Comparative public administration research, under the influence of social science methodology, has recently placed more emphasis on cultural factors. This reflects the limits of traditional public administrative studying which used more stastic approach (Peng 1988, 67-72). According to Heady (1962:4) comparative public administration is described as “The theory of public administration as applied to diverse cultures and national settings and the body of factual data by which it can be expanded and tested”. Political councillors and other municipal officials display different values, attitudes, and the manner in which they apply procedures, norms, standards, policies, laws, acts and administrative processes may differ in many respects as explained in the System Theory which in this case is service delivery. According to Schiffman and Kanule, 1997:324 and Hays and Reeves (1984:440), a common denominator for comparative purposes then becomes necessary. A comparative analysis in fact consists of conception and the collection of information to ultimately establish a frame of reference which makes analysis and evaluation possible. The two municipalities of Camdeboo and Inxuba Yethemba came into the spotlight. The women in the Presidency Office had four strategic objectives 1: creating and enabling legislative framework 2: Protecting and promoting Gender Equality 3: Monitoring state compliance to international

conventions, and strategic objective 4: Creating an effective, efficient, visible and sustainable institution (Commission for Gender Equality on its Annual Report for 2012/13)

As Pawson and Tilley (1979:294) have argued, municipality programmes cannot be considered as some external impinging “force” to which subjects respond “Rather programmers work if subject choose to make them work and are placed in the right conditions to enable them to do so, if evaluation remains oblivious to contextual factor and fails to draw upon practical and experiential insights, we will never discover why any given project “work” or not, why it may be successful for some and not others and which feature of it might successfully be transplanted elsewhere (Squire and Measor,2005:27) Camdeboo Local Municipality and Inxuba Yethemba Local Municipality are not immune from these arrangements.

This chapter seeks to compare the demographic details of respondents, gender equality in the provision of women administrative personnel, the output of gender equality in administrative personnel provision and utilization and its impact as well as the feedback of gender equality in personnel provision and utilization between the Camdeboo and the Inxuba Yethemba Local Municipalities.

South Africa has made significant progress towards gender equality since 1994, by putting in place comprehensive measures and South African national policy framework empowerment and gender equality, adopted by cabinet in 2000, recognising that all female women are persons regardless of their age, sexual identities, expressions or orientations, and are entitled to equal treatment, equal protection, and the dignity that comes with being recognised members of our diverse society.,(promotion of equality and prevention of unfair discrimination act) Act 4 of 2000, despite any other law targets for women in all laws and policies on empowerment shall be at least 50%.

The purpose of this chapter is to consolidate and conclude the findings of the study. The study deals with the evaluation and the impact of Gender equality in the provision and utilization of women administrative personnel, a comparative study of the Camdeboo Local Municipality and the Inxuba Yethemba Local Municipality. The study is evaluative in nature and the determination of the impact of gender equality, which is based on the Process Theory and the Systems Theory, is part of policy analysis and evaluation which is the final step in the policy making, policy implementation; policy analysis and evaluation: Gender Equality policy and evaluation cannot be studied in isolation from implementation, which is made possible by an existing gender equality policy. The following aims have been set for

concluding chapter. Firstly, the chapter dispenses and summarizes the findings of the study. Secondly the chapter evaluates the validity, truth and reality of the stated problem and hypothesis, finally, specific recommendations are provided as possible solutions to the identified shortcomings in the gender equality in the provision and utilization of women administrative personnel of Camdeboo Local Municipality and the Inxuba Yethemba Local Municipality.

6.2 NATURE OF COMPARATIVE ANALYSIS

The concept “compare” means that two or more specific phenomena is similar or different from each other. To analyse is to separate or breaking up of a problem into its basic elements or constituent parts, much as we disassemble a clock or machine, (Quade, 1975:4)

Comparative analysis is part of the research methodology and consists of determining the similarities and differences of available data and lead to specific insights (Kotze and Van Wyk,1980:196, Pfiffner and Presthus,1967:63) A comparative analysis comprises conception, operation and the collection of information to ultimately establish a frame of reference which make analysis and eventually evaluation possible. Comparative analysis is thus important in administrative inquiry as in all inquiry.(Van Dyke,1960:184) Finding that various phenomena are similar enough to be grouped together and be labelled, could lead to concept formulation because the identification of comparisons and contrasts is basic to the classification of data.

(Van Dyke (1960:185). Harris, (1986:68) writes that comparison and classification go together. The comparative method is naturally an essential part of social science.” A comparative analysis is influenced by various factors such as culture, which can be described as an anthropological perspective. (Pauw, 2000: 26). These factors can be defined as the values, beliefs, attitudes, knowledge, meanings, roles, norms, customs and material objects acquired by a group of people and passed on from generation to generation and are unique but ever changing physical, economic, social, political and historical environment. (Kluckholm, 1994:61).

It can be deduced that.

Municipal officials perform various administrative processes such as the policy, financial, organisation, personnel, procedural and control processes. (Meiring, 1988: 81) Any process

consists of specific consecutive related steps. The steps in the personnel process were discussed in section 2.3 conceptual framework of chapter two and will be used in this chapter to perform a comparative analysis and evaluation between the Camdeboo local municipality and the Inxuba Yethemba local municipality

6.3 COMPARISON OF THE DEMOGRAPHIC DETAILS OF RESPONDENTS (INPUT PHASE)

6.3.1 AGE OF RESPONDENTS

In the Camdeboo Local Municipality, the male respondents who were in the 46-50 year age group who were municipal political office-bearers exceeded all the other age groups. Those in the 26-20 year's age group were at the bottom of the graph. This clearly shows that young men were not being employed in the Camdeboo Local Municipality and if so at a very relaxed and slow pace. Secondly, their chances of getting employment in the municipality in the next ten years was very slim unless there was a radical transformation or a turnaround strategy to recruit young men for internship programmes. In the case of the female respondents. Those who were in the 51-55 year age group exceeded all other age groups. Those in this age category may be retiring five years from now. Statistic showed their municipality had employed young women in the age category of 26-30 years. This was quite encouraging and has to be emulated. Also it is revealed that young female were employed 22.9% of both male female respondents were in the age group of 56-60 years. It could be deduced that more youth needed to be employed in both Camdeboo and Inxuba Yethemba Local Municipalities, so as to be trained by the old and experienced workers before they retire.

6.3.2 GENDER DISTRIBUTION OF RESPONDENTS IN THE CAMBEDOO LOCAL MUNICIPALITY

The number of respondents who were female municipal political office-bearers were more than their male counterparts. The same trend prevailed in the Inxuba Yethemba Local Municipality. This clearly indicated that both municipalities have begun addressing the problem of gender inequality which was prevalent ever the years. However more still needs to be done to correct the imbalances of the past.

6.3.3 RESPONDENTS YEARS OF SERVICE

84.6% of the male respondents in the Camdeboo Local Municipality had from 5 to 20 years working experience as against 41.7% of the male respondents in the Inxuba Yethemba Local Municipality. Also 7.7% of the male respondents in the Camdeboo Local Municipality had at least 21 years of experience but 25% of the male respondents in the Inxuba Yethemba Local Municipality had 21 years and above experience. It could be deduced that 50% of the female respondents in the Inxuba Yethemba Local Municipality had less than 5 years' experience. The Municipality needs to pay attention to these group of workers and ensure that are given the necessary training and skill consistently to equip them and make them more efficient and effective.

6.3.4 HOME LANGUAGES OF RESPONDENTS

Language plays a pivotal role when it comes to effective communication. Both the Camdeboo and Inxuba Yethemba Local Municipalities have much in common. Home languages spoken in these municipalities include IsiXhosa, Afrikaans and English. Citizens are predominantly Xhosa speaking, followed by Afrikaans and then English. For the two municipalities to disseminate information more effectively, all the three languages have to be used. For example, a notice written in English should be translated into IsiXhosa and Afrikaans to accommodate all the citizens. This would promote better understanding of municipal by-laws, policies and procedures.

6.3.5 ACADEMIC QUALIFICATIONS OF RESPONDENTS

Formal qualifications are essential prerequisite for appointment into any public office. All municipal office-bearers including administrative personnel and chief officials require a minimum qualification to enable them to lead, plan, implement and organise appropriately. In the Camdeboo Local Municipality, qualifications of male respondents were ranging from Grade 12 certificate to postgraduate degrees. 38% of the male respondents had postgraduate degrees as against 40% in the case of the female respondents thus both male and female employees had the minimum qualification to hold a public office. In the Inxuba Yethemba Local Municipality 8.3% of the male respondents who were municipal political office-bearers had Grade 10 certificate and the rest of them had qualifications ranging from Grade 12 to postgraduate degrees. 33.3% of the male respondents had postgraduate degrees as against 6.25% of the female respondents. More women personnel in the Inxuba Yethemba Local Municipality should be given opportunity to further their studies to acquire university degrees and postgraduate degrees. Municipal officials should create a conducive

atmosphere for women administrative personnel to acquire new knowledge, skill and experience further studies. Conducive atmosphere here refers to bursary, study leave and scholarship. Some of the personnel may not necessarily require university degrees but municipal diplomas and practical courses such as technician certificates and diplomas. Women should also be encouraged to undertake technician courses such as plumbing, fitting and turning and auto mechanics.

6.4 COMPARISON OF GENDER EQUALITY IN THE PROVISION OF WOMEN ADMINISTRATIVE PERSONNEL (PROCESSING PHASE)

6.4.1 PROBLEMS WITH THE IMPLEMENTATION OF GENDER EQUALITY

It is one thing to have good gender equality laws, acts, policies and procedures in place and another thing to implement them. Lack of implementation occurs because there is lack of political will to enforce compliance through monitoring, control measures and evaluation as well as accountability. Problem associated with the implementation of gender equality in the Camdeboo and Inxuba Yethemba Local Municipalities appeared to be similar in nature. These problems include inter-alia, lack of awareness and knowledge of gender equality and appointed employees. Newly recruited and appointed employees should undergo induction processes where they will be exposed to the various processes and procedures to be followed to implement gender equality.

Secondly, in both municipalities, it was clear that the main problem associated with the implementation of gender equality was around recruitment. Respondents had a view that there was no fairness in the recruitment of personnel. Others believed that the processes followed by municipal officials in appointing a candidate were not transparent. People were appointed due to nepotism and their political affiliation at the expense of a suitably qualified candidate this was hampering service delivery in both municipalities. Thirdly, there were scarce skills where no one in the community applies for such skills needed to be searched outside the jurisdiction of both municipalities to get the right candidate for the post. Fourthly, men in both municipalities still continue to undermine and underestimate the role and the capabilities of women. This need to stop. Both municipalities should ensure that both male and female municipal employees are always treated equally and that they are made to rub shoulders with each other in all respects. In the Camdeboo Local Municipality, it emerged that municipal management was reluctant to ensure that the correct procedures in implementing and promoting gender equality were followed and that

people in managerial positions had personal agendas. Again, in meeting forums and conferences, suggestions and views from women were either not considered or not taken seriously. There was also lack of confidence in women themselves. This prevented them from assuming leadership position. There were also no monitoring and control measures in the Camdeboo Local Municipality as far as the implementation of gender equality was concerned. In the Inxuba Yethemba Local Municipality it emerged that there was underestimation of women by men.

Men continue to look down and downgrade women. They refuse to take orders when it comes from a women and management pretends as if it never happened. Again, there was no capacitation of women to take up leadership position. Female employees in this municipality need to be given enough on the job training to equip and develop them for leadership position. This is because women in this municipality feel that they have been excluded from senior management positions currently. They also believe that there is no creation of a conducive environment for them to showcase their worth. Another case in point is their trade union. Respondents stated that they did not get any support from their trade union concerning gender equality. Another area worthy of comparison between the two municipalities is the administrative enabling function.

6.4.2 ADMINISTRATIVE ENABLING FUNCTION FOR GENDER EQUALITY

In Inxuba Yethemba Local Municipality it was clear that both the male and female respondents agreed over whelmingly that the existing legislation and departmental policy measures were inadequate to ensure effective gender equality policy in the municipality. Similarly the male and female respondents in the Camdeboo Local Municipality also agreed with the above statement. It could be deduced that the main problem might not be the inadequacy of legislation and policy but their implementation. Furthermore both the male and female respondents in the Inxuba Yethemba Local Municipality agreed strongly that the available financial resource was inadequate to implement gender equality programmes effectively.

This was also the view of both the male and female respondents in the Camdeboo Local Municipality. It could be deduced that both the Camdeboo and the Inxuba Yethemba Local Municipalities should budget for gender equality programmes every financial year and

someone needs to be made to account for it. In the Camdeboo Local Municipality became clear that the female respondents agreed that the existing organizational structures were inadequate to ensure effective implementation of gender equality, the opposite happened in the case of female respondents in the Inxuba Yethemba Local Municipality. The male respondents in both municipalities disagreed that the existing organizational structures were inadequate to ensure effective implementation of gender equality. Both male and female respondents in the Inxuba Yethemba local Municipality strongly disagreed that the existing control measures and standards were adequate and effective for controlling gender equality. This was also the popular view of the male and female respondents in the Camdeboo Local Municipality. It could, therefore be deduced that the existing control measures and standards for controlling gender equality needed to be reviewed. People who are committed to uphold and drive the policies, procedures, norms and standards to control and monitor gender effectively should be appointed immediately. Gender equality in human resource determination would now be compared between the two municipalities.

6.4.3 GENDER EQUALITY IN HUMAN RESOURCE DETERMINATION

Human resource determination forms part of the processing phase in the System Theory. Human resource determination also falls under personnel management which has to do with effective utilization of the appointed personnel. From the respondents' point of view, in the Camdeboo Local Municipality, the number of male administrative personnel in all sections exceeded that of female administrative personnel. The picture slightly improved in the case Inxuba Yethemba Local Municipality. The number of female employed as administrative personnel exceeded that of male. This was very encouraging. It showed that the Inxuba Yethemba Local Municipality was making effort to improve its gender equality ratio.

6.4.4 GENDER EQUALITY IN THE RECRUITMENT OF ADMINISTRATION PERSONNEL

The main aim of the Commission for Gender Equality is to address and challenge all forms of gender oppression and inequality. In the Camdeboo Local Municipality, 53.8% of the male respondents were satisfied that existing recruitment arrangement was effective to obtain and appoint suitable women administrative personnel. This figure is even higher in the Inxuba Yethemba Local Municipality. 63.7% of male respondents agreed with the above

statement. Also the female's respondents in the Camdeboo Local Municipality agreed that the existing recruitment arrangement was effective to obtain and appoint suitable women administrative personnel. The opposite happened in the Inxuba Yethemba Local Municipality. 62.5% of the female respondents disagreed with the above statement meaning that they were totally dissatisfied with the current recruitment processes followed by municipality officials. Their concern also needed attention. A further research may have to be conducted to determine their point of departure.

It could be further deduced that the Inxuba Local Municipality should renew its recruitment strategies and procedures and then tighten ant loophole that has emerged in order to strengthen these processes and procedures. In addition to the above, 66.7% of the female respondents in the Camdeboo Local Municipality confirmed that they did not experience problems in the recruitment of women administrative managers. On the contrary, 84.6% of the female respondents in the Inxuba Yethemba Local Municipality had difficulties in the recruitment of women administrative managers. The municipality should conduct an internal investigation to determine the root causes of all these difficulties and come up with an action plan to deal with the situation.

6.4.5 GENDER EQUALITY IN THE SELECTION OF ADMINISTRATIVE PERSONNEL.

The Employment Equity Act, no 55 of 1998 seeks to redress the disadvantages in employment through elimination of unfair discrimination as well as the implementation of affirmative action measures. In the Camdeboo Local Municipality, the ,male respondents overwhelmingly agreed that the existing arrangement for the selection and appointment of women into senior administrative positions was in order and the same can be said of the male respondents in the Inxuba Yethemba Local Municipality. Whilst 40% of the female respondents in the Camdeboo Local Municipality were satisfied with the existing arrangement for the selection and appointment of women administrative into senior administrative post, 46.7% of the female respondents in the Inxuba Yethemba Local Municipality disagreed with the statement. To them, women were undermined when it came to promotion posts. It could be deduced that municipal officials should give women equal opportunity to compete with their male counterparts in selection and appointments. All the processes around selection and appointment should be transparent to avoid suspicion.

6.4.6 GENDER EQUALITY IN THE APPOINTMENT AND PLACEMENT OF ADMINISTRATION PERSONNEL.

Appointment and placement are very essential processes in personnel management. The employer should consider the nature of the appointment and suitable area for placing the incumbent. In the Camdeboo Local Municipality, both the male and female respondents agreed that women were often highly educated than men but were not seen as candidates for appointments and promotion. In the Inxuba Yethemba Local Municipality, again the male and female respondents agreed that women were often highly educated than their male counterparts but were often excluded whenever it came to appointments and promotions. It could be deduced that this scenario was a frustration to the women administrative personnel in both municipalities and as such needed to be addressed as a matter of urgency. It was vital to promote employees who were skilful, qualified and experienced. There should be no discrimination whatsoever in this area. Furthermore, candidates who are promoted should be placed in the right places so that they do not become a square peg in around hole.

6.4.7 GENDER EQUALITY IN THE PROMOTION OF ADMINISTRATIVE PERSONNEL

Promotion seeks to advance an employee into a higher graded position with greater responsibility, status, better remuneration and improved working conditions. No employee, under normal circumstances would like to remain at one position up to retirement. Promotion motivates an official to work even harder towards the achievement of organizational objectives. In the Camdeboo Local Municipality, 84.6% of the male respondents confirmed that they would appoint women into senior administrative posts as against 40% male respondents in the Inxuba Yethemba Local Municipality who confirmed that they would appoint women into promotional posts. Again, in the Inxuba Yethemba Local Municipality, women were in favour of being promoted into senior administrative positions. This was because they had long been waiting to be promoted only to find out that it always eluded them. This situation has to change. Promote competent, capable and skilful women when their time comes. This would restore confidence in the municipal council.

6.5 COMPARISON OF GENDER EQUALITY IN THE UTILIZATION OF WOMEN ADMINISTRATIVE PERSONNEL (CONTINUATION OF THE PROCESSING PHASE)

6.5.1 GENDER EQUALITY IN THE TRAINING AND DEVELOPMENT OF ADMINISTRATIVE PERSONNEL

Training is an intervention programme aimed at developing the competencies of an employee. All employees need to be trained from time to time in order to meet the challenges of today and the distant future. The male respondents in the Camdeboo Local Municipality agreed that women administrative personnel were purposely trained and developed to meet the requirements of senior management position. However, the opposite scenario occurred in the case of Inxuba Yethemba Local Municipality. 40.3% of the male respondents did not believe that women administrative personnel in this municipality were purposely trained and development to meet the requirements of senior management positions. This is a confirmation of their lack of confidence in the female personnel. Again, 46.6% of the female respondents in the Camdeboo Local Municipality agreed that the training and development accorded to women were to equip them for senior managerial positions. On the contrary, 51% of the females' respondents in the Inxuba Yethemba Local Municipality confirmed that the training and development given to women administrative personnel did not meet the requirements for senior management position. It could be deduced that the municipality should provide training and development to all employees in an on-going basis. Secondly, select competent and skilful experts to provide such training and development to your staff. Thirdly, ensure that the type of training and development given to municipal employees is to prepare them for promotional posts. Fourthly, there should be no discrimination whatsoever when it comes to training and development of personnel.

6.5.2 GENDER EQUALITY IN THE DETERMINATION OF PERSONNEL BENEFITS

Salaries, bonuses and fringe benefits go a long way to motivate employees. 53.8% of the male respondents in the Camdeboo Local Municipality agreed that remuneration, services and fringe benefits were applicable to all permanent administrative personnel. Also, 57.2% of the male respondents in the Inxuba Yethemba Local Municipality agreed that remuneration service and fringe benefits were applicable to all permanent administrative personnel. The female respondents in the Camdeboo Local Municipality supported this view but the female respondents in the Inxuba Yethemba Local Municipality did not. 59.9% of the female respondents in the Inxuba Yethemba Local Municipality believe that remuneration, service and fringe benefits were not applicable to all permanent administrative personnel. It could be inferred that the Inxuba Yethemba Local Municipality Council should establish a

task team to conduct further investigation in this regard, come up with their findings and recommendations which should be followed by action.

6.5.3 GENDER EQUALITY IN THE MAINTENANCE OF DISCIPLINE AND THE LEADING OF PERSONNEL

Whenever people come together to interact with each other to achieve a common objective conflict arises. Laws, rules, acts and by laws are meant to regulate human behaviour towards a certain direction and they should be applicable to all without fear or favour. When people disobey the rules, laws, acts and by-laws they have to be disciplined. Discipline is a corrective action. The male respondents as well as the female respondents in the Camdeboo Local Municipality agreed that the maintenance of discipline was action to correct the conduct of an employee. The same could be said of male and female respondents in the Inxuba Yethemba Local Municipality. It could be inferred that all employees should be subjected to the same form of treatment when it comes to discipline. Employees must see discipline as a corrective action more than as a punishment. Newly recruited personnel should be inducted and work shopped on all forms of disciplinary action taken against offenders. Keep a record of all disciplinary actions taken against offenders for future references.

6.5.4 GENDER EQUALITY IN THE COUNSELLING OF PERSONNEL

Counselling involves an interaction between the supervisor and subordinate with the aim of solving personnel or personal problem which could be work-related. Both the male and female respondents in the Camdeboo and Inxuba Yethemba Local Municipalities confirmed that they experienced problems in the counselling of women administrative personnel. The counsellors themselves require training. Expert counsellors may be engaged in the process to ensure effective counselling. An external expert counsellor may be contracted to assist municipal employees for a reward.

6.5.5 GENDER EQUALITY IN MUTUAL CONSULTATION AND COLLECTIVE BARGAINING OF ADMINISTRATIVE PERSONNEL

It is crucial to note that a trade union is established to represent its workers, negotiate on their behalf better conditions of services, promote good ethical practices and code of conduct and ensure that all collective agreements are honoured in good faith. At the same time, a trade union is established to promote professionalism among all its members. Both male and female respondents in these two municipalities strongly agreed that collective bargaining involves the processes of negotiation and interpretation of collective agreement covering conditions of services. All municipal employees should be allowed to join any trade union of their choice.

6.6 COMPARISON OF THE OUTPUT OF GENDER EQUALITY IN ADMINISTRATIVE PERSONNEL PROVISION AND UTILIZATION (OUTPUT PHASE)

The following were the responses received from both the male and the female respondents in the Camdeboo and Inxuba Yethemba Local Municipalities. Male and female employees are to

- Improve work performance
- Make better use of the current workforce
- Ensure that there is maximum utilization of the available resources at their disposal.
- Improve effectiveness of municipal services

The municipal programmes should also be directed towards the improvement of employees morale, improve employees work output as well as minimize discrimination complaints in both municipalities.

6.7 COMPARISON OF THE IMPACT OF GENDER EQUALITY IN ADMINISTRATIVE PERSONNEL AND UTILIZATION (IMPACT PHASE)

It could be inferred from the responses of both male and female respondents in the Camdeboo and Inxuba Yethemba Local Municipalities that respondents agreed that gender equality was subject to the influence of the economic, social, physical and the political environment prevailing at the time. For example, gender equality can be addressed provided there is a political will to do. It could also be deduced that gender equality has a positive impact on administrative personnel because it ensures that equal numbers of male and female are employed in a section. This eradicates complains and industrial action such as strikes. Poverty and unemployment is also reduced.

6.8 COMPARISON OF THE FEEDBACK OF GENDER EQUALITY IN PERSONNEL PROVISION AND UTILIZATION (FEEDBACK PHASE)

A feedback provides vital information on the progress made, achievements made and obstacles encountered as well as the way forward, after the implementation of a programme. The male and female respondents of both the Inxuba Yethemba and Camdeboo Local Municipalities confirmed in the data analysis that the Chief Officials do not most of time provide feedback to the political office bearers on the implementation of gender equality programmes. This is quite unacceptable and cannot be condoned. Chief Officials should be given time frames within which they should provide feedback to their subordinates. As it stands, they might have nothing to report back since they have not carried out any programme on gender equality. This is a weakness in both the Camdeboo and Inxuba Yethemba Local Municipality that needs to be corrected as a matter of urgency.

6.9 FINDING OF THE STUDY

The preliminary framework for the research or the outline of the chapters is a study plan which has a dual purpose. Firstly, to enable the researcher to organise the theoretical and the empirical information into specific logical chapters. Secondly, to direct the reader by describing what can be expected in each chapter. (Mouton and Marias, 1992:176 and Baily, 1982:53) The study will consist of 6 chapters which eventually constitute the dissertation. The outline of the chapters is as follows.

Chapter one serves as an introduction and general orientation to the study. The chapter describes and explains the background to the study, problem statement, research questions, objectives of the study, significance of the study, delimitations of the study, and the clarification of concepts and terms used in this study. Essentially, chapter one indicates what the whole study entails.

Chapter two deals with the literature review based on distinguished opinions and views from various secondary sources, and from different researchers and authors whose work is significant in this particular research field. Henning (2004:27) indicates that a literature review is often a separate chapter in a research report in which the researcher synthesizes the literature on his/her topic and engages critically with it. Three frameworks have been identified to base the study. Chapter two provides the first two frameworks for the study, namely a theoretical framework which is based on specific theories which provide a

foundation for the study and a conceptual framework which deals with the nature and place of personnel provision and utilisation for a comparative analysis within Public Administration.

Chapter three describes and explains the legislative framework for gender equality in the municipal sphere of government. The legislative framework provides the executive policy in the form of legislation for gender equality in the provision and utilization of women administrative personnel. Policy is described as a declaration of intent which states the objectives to be attained. Gender equality cannot be implemented without clear guidelines, standing decisions in laws to ensure behavioural consistency and receptiveness. (Eulau and Prewitt, 1973: 465 and Meiring, 2001:51).

Chapter four deals with the research design and methodology of the study. The purpose of the chapter is to describe and explain the instruments to be used in the research, outline the research techniques to be used to evaluate the co-operative role of political office-bearers and chief officials in the application of gender equality in the provision and utilization of municipal women administrative personnel. Firstly, the requirement to obtain permission to conduct the research will be explained. Secondly, the research design, approaches and strategy to be used in the study will be described and explained. Thirdly, the research methodology, consisting of the population, samples used, data collecting instruments and procedures to be used will be described and explained. Fourthly, the data analysis techniques to be used in the study will be described and explained. Lastly, the adherence to specific ethical considerations in the study will be described and explained. An application for ethical clearance will be submitted to the University of Fort Hare Research Ethical Committee.

Chapters five and six deal with the analysis, interpretation and presentation of the data collected during the empirical testing. The purpose is to analyse, interpret and evaluate the collected data, the available public documentation and other applicable literature, to statistically analyse, describe and explain the research findings around the research objectives to be able to test or verify, confirm or refute with evidence the problem and research questions. Appropriate analysis techniques will be used to analyse the data scientifically. Chapter five will firstly, analyse, describe and explain the demographic details of the municipal political office-bearers and chief officials as respondents. Secondly the chapter evaluates, describes and explains gender equality in the provision and utilization of women administrative personnel in the municipal sphere of government.

Chapter six firstly will apply a comparative analysis and evaluation of the implementation of gender equality of municipal women administrative personnel at the Camdeboo local municipality and the Inxuba Yethemba local municipality. Secondly, the, chapter describes and explain the problems being experienced with gender inequality at the above two local municipalities. Lastly the chapter evaluates, describes and explains the impact of gender inequality on personnel provision and utilization at the above two local municipalities and thus on the rendering of municipal services.

It is the concluding chapter and summarizes the findings and deductions made in the preceding chapters. Specific shortcomings and problem areas in the implementation of performance monitoring will be explained and recommendations to solve or prevent such problems will be provided.

6.10 INTERPRETATION OF HYPOTHESIS

A hypothesis is a proposition made as a basis for reasoning on the assumption of its truth. It is the supposition made as a starting point for further investigation. A hypothesis may also be defined as prediction or groundless assumption. People make allegations and accusation about public office bearers and personalities, some of which might be true or a mere rumour. The truth of the matter can only be revealed after a thorough and reliable investigation through a research study.

The allegation levelled against the Camdeboo Local Municipality and Inxuba Yethemba Local Municipality.

Hypothesis: Camdeboo Local Municipality: The implementation of gender equality policy is inadequate to satisfy the women needs. It was discovered that even though the gender equality policies were readily available, there was lack of effective implementation to the benefit of the citizens of Camdeboo Local Municipality. This was further hampered by lack of monitoring, supervision, co-ordination, inspection and evaluation of gender equality policy.

Hypothesis: Inxuba Yethemba Local Municipality, the budget for the implementation of gender equality policy is inadequate or non-existent. Again in Inxuba Yethemba Local Municipality it was discovered that even though the gender equality policies were readily available there was no political will from the political office-bearers. There was no monitoring, supervision, co-ordination, inspection and evaluation of gender equality policy.

Hypothesis 1: Camdeboo Local Municipality female respondents strongly agreed that women were often highly educated than men but were often discriminated upon whenever it come to appointments and promotions Women felt that men undermined their authority and supressed them in line of duty, despite the fact that the mayor is a woman.

Hypotheses 2: Inxuba Yethemba Local Municipality, it could be deduced that the municipality is not working towards gender parity in the employment of administrative personnel again despite the fact that the mayor is a woman.

Hypothesis 3: Camdeboo Local Municipality, political-office bearers are incompetent to deal with the policy and this affects the gender equality negatively. There must be transparent processes and only the best candidate should be selected or appointed. The research found that some senior municipal officials could not read perfectly, interpret and carry out the gender equality policy, a fraction of the municipal employees needed to further their studies and update themselves by acquiring new skills through workshops and other skills acquisition programmes.

Hypothesis 4: Inxuba Yethemba Local Municipality, 37.2% of the male respondents had problems in the recruitment of women administrative managers did not enjoy hundred percent support from the male municipal political office-bearers and chief officials. The Inxuba Yethemba Local Municipality in collaboration with Provincial government, non-governmental organisations should award bursaries to deserving municipal employees especially the women to undertake further studies for at least two years or more. The political and official bearers should establish a task team to investigate all forms of promotions and come up with recommendations which should include a system which is transparent. This would then lead to gender equality in the selection of personnel.

6.11 CONCLUDING REMARKS

The draft women empowerment and gender equality Bill 2013 was drafted by the Department of Women, Children and People with Disabilities the (DWCPD) to promote equality perspectives in relation to women and to identify and prevent discrimination against women on the basis of gender and race.

Guidance has confirmed that the provision and utilisation of women administrative personnel at Camdeboo and Inxuba Yethemba Local Municipalities are the constitutional right which involves all three spheres of government and which requires a co-operative

interactive partnership, between municipal councillors, officials and the citizens. It now becomes necessary to proceed to evaluate gender equality in the provision and utilization of women administrative personnel. In Camdeboo local Municipality and Inxuba Yethemba there are real problems and yet remain unresolved. The reasons for continuous existence of the problem have been found to be follows:

- Correct procedures in implementing/promoting gender equality are not followed
- Suggestion and views from women are not taken seriously, it was discovered that even though the gender equality policy was readily available, there was a lack in its effective implementation to the benefit of the women in both municipalities
- There are no programmes in place at the moment to promote gender equality
- Men always feel that they are better leaders than women
- The budgeted allocation for gender equality programmes are not adequate
- There are no monitoring and control measures from the Camdeboo and Inxuba Yethemba local municipalities
- A few women apply for senior posts

Evidence also support and confirms the main stated and tested hypothesis, namely that the implementation of the provincial gender equality policy in Camdeboo Local Municipality and Inxuba Yethemba Local Municipality are inadequate to satisfy the existing human needs that the impact of the gender equality could even be harmful to human being. It is clear from the above provided information that stated hypothesis is also true and valid. There objectives were set for the study to evaluate the impact of gender equality policy, firstly the existing gender equality situation at the Camdeboo Local Municipality and Inxuba Yethemba Local Municipality were determined and evaluated. Secondly as explained above, the reasons for the existing problems being experience were investigated and evaluated. Lastly possible recommendations to solve such problems should be provided.

It can thus be concluded that the existing gender equality policy that are rendered have positive and negative impacts on the women in the Camdeboo Local Municipality and Inxuba Yethemba Local Municipality.

THE POSITIVE IMPACTS ARE

- To capacitate women, some programmes would have to be provided by these municipalities in order to address the imbalances of the past.
- Task team to conduct further investigation in this regard and come out with their finding and recommendation which should be followed by action.

- The available financial resource to implement gender equality effectively
- The existing control measures and standards are adequate and effective for controlling gender equality

THE NEGATIVE IMPACTS ARE:

- Lack of awareness and knowledge of gender equality
- Men do not have confidence in women
- Management is reluctant to implement gender equality policies in the workplace
- Few women apply for senior posts
- Suggestions and views from women are not taken serious
- There is no monitoring and control measures from the municipalities
- Correct procedures in implementing/promoting gender equality are not followed.

6.12 RECOMMEDATION FOR IMPLEMENTATION BY CAMDEBOO LOCAL MUNICIPALITY AND INXUBA YETHEMBA LOCAL MUNICIPALITY

Based on the problems discovered in this study, the following recommendation and made for attention of the councils of Camdeboo Local Municipality and Inxuba Yethemba Local Municipality.

RECOMMENDATION A

It was discovered that the aim of gender equality is to have equal access to education, ownership of assets, economic opportunities and income to improve the wellbeing of all citizens male and female, thus closing gap of inequality in the employment of women administrative personnel in the Camdeboo Local Municipality and Inxuba Yethemba Municipality. It is therefore recommended that these municipalities should examine critically evaluate the administrative challenges facing gender equality. It is therefore recommended that more effective measures were necessary to be in place to ascertain the implementation of gender equality policies in the Camdeboo Local Municipality and Inxuba Yethemba Local Municipality. This would mean that management should take Gender Equality and utilization and provision of Women Administration more seriously.

RECOMMENDATION B

The survey finding revealed that problems are being experienced in the recruitment of women administrative managers. It is therefore the existing management panel for the selection and appointment of women administrative personnel into senior administrators be supported by the entire council of both Camdeboo Local Municipality and Inxuba Yethemba Local Municipality.

6.13 SOME FURTHER IMPORTANT FINDING AND RECOMMENDATION: CAMDEBOO LOCAL MUNICIPALITY AND INXUBA YETHEMBA LOCAL MUNICIPALITY

Every research project emerges from a problem statement on which is created a hypothesis. The aim was to investigate and establish all the facts associated with the allegation levelled against the two municipalities concerning gender equality policy and its related services. The findings must be supported by concrete reliable evidence. The closest level of government to the citizens is the local government and this is where the national government would like to see greater gender equality service delivery, people have different opinions but the research has relied on the majority respondents both male and female opinions instead of individual demographics and view point.

- In view of continued inequalities and poverty faced by women and governance challenges in mainstreaming gender as well as the need to update the Policy framework with the intention to develop a National gender Policy
- From an economic viewpoint, gender discrimination is also a major impediment to growth as it prevents municipality from reaching their maximum productivity potential. Although women constitute 40% of the global work force, there are still many who are unpaid family workers in the informal sector. Those who do work are generally paid much below that of male workers, despite being equally capable and skilled. Furthermore, their status and promotion is limited to middle or low ranks, they are laid off pre-retirement age more frequently than men.
- The evidence of gender discrimination is rooted in history, tradition and culture. Gender inequality is a highly debilitating stigma and leads to detriments of women's psychology of their worth and dignity to themselves and to society.

It was found that firstly:

- The majority of Camdeboo local municipality and Inxuba Yethemba local municipality women experience problems in the recruitment of women administrative managers. These municipalities should also ensure and create an enabling legislative framework, protecting and promoting gender equality.
- **Secondly** the Camdeboo local municipality and Inxuba Yethemba local municipality should make gender equality its priority
- **Thirdly** – Appointment of suitable candidate should take into account the need to redress the imbalance of the past. This should be in the form of making sure gender equality policy is in place, that can provide permanent employment of women in Camdeboo local municipality and Inxuba Yethemba local municipalities
- **Fourthly** the main purpose of the Employment Equity Act no 55 of 1998 is to achieve in the workplace by promoting equal opportunity and fair treatment in all forms of employment through elimination of unfair discrimination as well as the implementation of affirmative action measures. In all stages in the selection process, the Selection panel should not lose focus of this Act (*Employment Equity Act No 55 of 1998*).
- In conclusion, resources would never be and had never been sufficient, but what is important is to make use of the available resources at our disposal more wisely and effectively to our best advantage as we continue to serve our people in Camdeboo local municipality and Inxuba Yethemba local municipality

Areas that require further research:

- It is an open secret in Camdeboo local municipality and Inxuba Yethemba, that there is currently the exclusion of Women in senior management positions. There is nepotism and inferiority complex on the side of women
- Men do not trust women when it comes to women performing their duties, men do not feel comfortable when they work under women supervision
- The perception amongst the gender equality public is still that males should play a dominating role and female be subservient

Lastly: It could be inferred from responses from the female responses in both municipalities that there is still lack of knowledge and awareness about gender equality when it comes to women, women feel that men are becoming more and more authoritative

and that the senior managerial positions in the Camdeboo local municipality and Inxuba Yethemba is male dominated and Employment Equality Plan of the municipality is not adhere to.

In conclusion:

They also believe that in case of applications for senior management position, preference is always given to their male counterparts at the expense of equally qualified female applications, furthermore, the responses reveal that certain disciplines, skills or careers are male dominated, as far as social, economic and infrastructural development is concerned. Camdeboo local municipality and Inxuba Yethemba local municipality should move at a faster pace than it is now to win the confidence of women in both municipalities.

6.14 CONCLUSION:

The comparative analysis of gender quality in the provision and utilization of women administrative personnel has placed greater emphasis on a comparative study of the Camdeboo local municipality and the Inxuba Yethemba local municipality.

This comparative study does not only widens the scope of the study of public administration, but also regards society as organic in nature. In doing comparative public administration research, one should always examine other related factors such as historical background, ideologies, value system, economic structure, social structure, etc. (Mc Curdy, 2006: 46-49). This is because social systems evolve gradually; rather than transforming abruptly.

To view the study of public administration as a closed system, isolated from its environment would bluntly speaking out of touch with reality (Shen, Chu – Ta 1987: 52-56)

Comparative public administration research, under the influence of social science methodology, has recently placed more emphasis on cultural factors. This reflects the limits of traditional public administrative studies, which use a more static approach, with the view point of systematics; a society is a balanced entity even when facing continuous change (Hitt. M. et al. 84-89). The ultimate principle of social transformation is modernization of all the spheres of government.

Firstly analysing and evaluating the research data on a comparative study of the Camdeboo local municipality and the Inxuba Yethemba local municipality on a gender equality in the provision and utilisation of women administrative personnel, it was found that the majority of women in both municipalities who responded to the questionnaire disagreed that the existing gender equality policy was effectively implemented to promote the effective gender equality policy.

According to the women of Camdeboo local municipality and Inxuba Yethemba local municipality the existing organisational structures were insufficient and needed attention, also the provision and utilisation of women administrative personnel was hampered by the lack of skilled employees.

Secondly when analysing availability of funds for the rendering gender equality services it was found that:

- The municipality is a government closest to the people, when municipality fail, a government fails the people. This is why all municipalities are encouraged to improve gender equality.
- As far as promotion of women administrative personnel is concerned, the municipalities should identify women who are visionary dedicated skillful, qualified and determined to head their sections. This would motivate other women to emulate good practice.
- Municipalities should provide on-going leadership programmes for women to build up their self-confidence
- The Camdeboo local municipality and Inxuba Yethemba local municipality were expected to seek funding from elsewhere besides government's gender equality budgeted allocation
- Any funds pumped into the gender equality project should be monitored and accounted for

Thirdly furthermore, there should be total eradication of sexual favours, sexual harassment and threats in the workplace. Women administrative personnel should also have access to the municipal infrastructure, equipment and all other resources. The views of women should be taken seriously in decision-making.

Lastly, chapter six mainly deals with the comparative analysis of gender equality in provision and utilization of women administrative personnel at the Camdeboo and Inxuba Yethemba local municipality where the chief officials should be held accountable to political office-bearers and update them with progress made in driving gender equality programmes.

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Dywili MD. 2015 interview with Miss Hanna Makoba the Mayor of Camdeboo Local Municipality 5 June 2015 at 14H00 pm

Dywili MD. 2015 interview with Mr M.S. Tantsi Municipality Manager of Inxuba Yethemba Local Municipality 5 June 2015 at 17H00 pm

Dywili MD. 2015 interview with Mrs N. Goniwe the Mayor of Inxuba Yethemba Local Municipality 12 June 2015 at

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- Annual Report 2012/13 Commission on Gender Equality
- Beijing declaration and platform for action (1995)
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- Dr Jacqueline De Mates Ala (Lecturer in Gender Theory) University of Witwatersrand
international Relation department
- Dr. Dlamini-Zuma Nkosazana (Head of the African Union).
- Free Charter, Kliptown, 26 June 1958

United States Office of Personnel Man

- Annual Report 2012/13 Commission on Gender Equality
- Gender Equality Bill. 2013

Small Publications

- National Gender Policy framework.

UNIVERSITY OF FORT HARE

DEPARTMENT OF PUBLIC ADMINISTRATION

**QUESTIONNAIRE: TO MUNICIPAL POLITICAL OFFICE –
BEARERS AND CHIEF OFFICIALS**

**TITLE: EVALUATION OF GENDER EQUALITY IN THE
PROVISION AND UTILISATION OF WOMEN ADMINISTRATIVE
PERSONNEL AT SELECTED MUNICIPALITIES.**

SEPTEMBER 2015

Dear respondent

Questionnaire to municipal political office-bearers and chief officials.

The importance of time in our days cannot be overemphasized. At the same time, sharing your time with someone can be very enriching, rewarding and fulfilling. I am currently working hard to complete my PhD degree in Public Administration with the University of Fort Hare and would like you to approximately 20 minutes of your time to complete the following questionnaire.

Thank you for your co-operation

M.D.Dywili

QUESTIONNAIRE ONE

Please take note of the meaning attached to the following words and concepts as used in this questionnaire.

1. EXPLANATION OF TERMS USED IN THE QUESTIONNAIRE.

- A. Administration refers to the work that Municipal Chief Officials do and can be classified into six enabling function, namely policy making, financing, staffing, organising, determination of procedure and control (Cloete, 1986: 1-2 and Hanekom and Thornhil, 1993: 17).
- B. Counselling subordinates: The process of interaction between supervisors or professional counsellors and subordinate to solve the personal problems which could be work related.
- C. Chief Officials mean Municipal Manager and the heads of the Municipal Departments
- D. Human resources determination is undertaken to ensure that sufficient and suitable personnel are recruited to timeously fill vacant posts (Meiring 2001:117).
- E. Leading subordinates: The process of leading or directing aims at influencing, the behaviour and actions of subordinates in some particular direction and to attain predetermined objective effectively (Cronje, et al, 1987:109 and Marx and Van Aswegen, 1986:77).
- F. Maintaining discipline: The process to correct the conduct of an employee that may range from an admonishment through reprimand suspension, reduction in grade or pay to the removal from service (United State Office of Personnel Management Managers hard book. 1980:219).
- G. Mutual consultation and collective bargaining. The process concerned with the relations between unions response to employee's employer's representatives. It involves the process of negotiation, administration and interpretation of collective agreement covering conditions of service such as remuneration and hours of work. (Beach, 1980: 96 and Sisson, (ed) 1995:17).

- H. Promotion: The process to advance an official to a higher graded post with greater responsibilities more status, better working conditions and increased salary (Andrews, 1998: 200 and Stahl, 1971:158).
- I. Personnel utilization: Training/development is a process by which personnel learn knowledge and/ or skills for a definite purpose, which added to basic abilities that equip such personnel to undertaken a particular role. (Beach, 1975: 375 and Lawrence 1972:40).
- J. Personnel process is classified into four categories, namely personnel provision, personnel training and development, personnel utilization, and personnel utilization (Cloete, 1984:32).
- K. Personnel Provision: The creation of work units, such as departments, divisions and posts takes place through the function of organising (Child, 1985: 5).
- L. Recruitment is the process that is used to attract candidates to specific posts and to match individual skills, knowledge and aptitudes with job specification's identified (Starling: 1977:367 and Gleuck 1979:117).
- M. Selection: The process of determining from among the applicants which one best will the job specifications and should be offered posts in the institution. (Meggison, 1981 :170 and Cloete 1996:178).
- N. The suitability of persons must be determined in accordance with section 20(3) to (5) the employment equity act.

2. INSTRUCTIONS ON HOW TO COMPLETE THE QUESTIONNAIRE.

Read the following carefully before completing the questionnaire. Where applicable, the questions should be answered with a cross (X) next to the option of your choice. Some of the questions will use a five point scale (marked 1-5) to depict the extent to which you agree or disagree with the given statement. The following meaning is attached to the figures.

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

You will also be asked to motivate or comment on your answer, for example.

Question: Are sufficient and competent officials in the Premier's Office appointed to monitor and evaluate the implementation of gender equality legislation in the Province?

YES	NO
-----	----

Please, MOTIVATE your answer and give reasons or comments if your answer is "No".

3. DEMOGRAPHIC DETAILS OF RESPONDENTS (QUANTITATIVE DATA).

3.1 Indicate what post or office do you hold.

Member of Executive/Mayoral Committee	1
Member of Municipal Legislature	2
Municipal Manager	3
Deputy Municipal Manager	4
Head Municipal Department	5

Deputy Head Municipal Department	6
Senior Manager	7
Other:	8

3.2 Indicate your age, please.

Into which **age** group do you fall?

Age Group	
18 – 25	1
26 – 30	2
36 – 40	3
41 – 45	4
46 – 50	5
51 – 55	6
56 – 60	7
61 – 65	8
65 and above	9

3.3 Indicate your Sex.

Male	1
Female	2

3.4 State the name of your department

--

3.5 Years of service in your department.

Less than 5 years	1
5 to 10 years	2
11 to 15 years	3
16 to 20 years	4
More than 20 years	5

3.6 Home Language

English	1
Afrikaans	2
IsiXhosa	3
Asian	4
Other	5

3.7 Academic Qualifications

3.7.1 My highest qualification is:

Standard 8/Grade10	1
Matric/Grade12	2
Diploma(s) Municipal Institution	3
Diploma(s) Certificate(s) Technician	4
Diploma(s) Certificate(s) University	5

Undergraduate Degree University	6
Postgraduate Degree University	7
Other	8

4. SPECIFIC QUESTIONS REGARDING GENDER EQUALITY IN THE PROVISION AND UTILISATION OF WOMEN ADMINISTRATIVE PERSONNEL. (INPUT PHASE)

4.1 NATURE OF GENDER EQUALITY

4.1.1 Gender equality refers to the state of being equal in status, opportunities, roles and rights in the work situation

1	2	3	4	5
---	---	---	---	---

4.1.2 Prejudice among male employees against women employees regularly occurs in the work situation

1	2	3	4	5
---	---	---	---	---

4.1.3 Gender differences manifest clearly between men and women, young and old, and educated and non-educated personnel and could lead to various forms of discrimination in the work situation

1	2	3	4	5
---	---	---	---	---

4.2 PROBLEMS WITH THE IMPLEMENTATION OF GENDER EQUALITY

4.2.1 What are the current problems being experienced in the promotion of gender equality at your municipality?

a) _____

b) _____

c) _____

4.2.2. Please indicate whether or not the following causes are true or false

Women are often kept in a subordinate position	True	False
Men and women are not always inclined to work under a women	True	False
The mobility of women hampers promotion	True	false
The attitude of the spouse can hamper the promotion of women	True	False
Women are not encourage to apply and except promotion	True	false

Please motivate your answer

4.2.3 A) What would be the cause of the problems with gender inequality?

(B) What could be done to solve the problems?

4.3 QUESTIONS ON ADMINISTRATIVE ENABLING FUNCTIONS FOR GENDER EQUALITY

4.3.1 The existing legislation and departmental policy measures are adequate to ensure effective gender equality at your municipality

1	2	3	4	5
---	---	---	---	---

If you disagree, please give two important reasons why not

4.3.2 The available financial sources are adequate to implement gender equality effectively

1	2	3	4	5
---	---	---	---	---

If you disagree, please motivate your answer

4.3.3 The existing personnel is adequately trained, skilled and managed to ensure effective implementation of gender equality programmes

1	2	3	4	5
---	---	---	---	---

If you disagree, please motivate your answer.

4.3.4 The existing organisation structures (e.g. posts, sections, divisions and departments) are inadequate to ensure effective implementation of gender equality programmes

1	2	3	4	5
---	---	---	---	---

If you disagree, please motivate your answer

4.3.5 The existing procedures are sufficient and adequate to ensure effective gender equality

1	2	3	4	5
---	---	---	---	---

If you disagree, please motivate your answer

4.3.6 The existing control measures and standards are adequate and effective for the controlling of gender equality.

1	2	3	4	5
---	---	---	---	---

If you disagree, please motivate your answer

5. QUESTIONS ON GENDER EQUALITY IN PERSONNEL PROVISION (PROCESSING PHASE)

5.1 Gender equality in Human Resource Determination (Previously Manpower Planning)

5.1.1 How do you ensure that Chief officials make sure that they have the right posts in the right places and at the right levels to get the work done?

5.1.2 How do you ensure that post classification and levels serves as a basis for the recruitment, selection, and placement of women personnel?

5.1.3 How many men and women personnel are currently employed in an administrative capacity at your municipality?

1. Men		2. Women	
--------	--	----------	--

5.1.4 Is your Local Municipality working very hard towards the achievement of 50:50 (Male – Female) ratio as for the appointment of personnel in various departments is concerned?

Yes	No	Do not know
-----	----	-------------

a) If “Yes” estimate the attainment of gender equality ratio by municipality

Male	Female	
100	0	
80	20	
70	30	
60	40	
50	50	
40	60	

b) If “No”, provide reasons for your answer.

5.2 Gender equality in the Recruitment of personnel

5.2.1 Are you satisfied that the existing recruitment arrangements are effective to obtain and appoint suitable women administrative personnel?

Yes	No	Do not know
-----	----	-------------

If “No” please motivate your answer

5.2.2 Do you experience any problems in the recruitment of women administrative managers?

Yes	No	Do not know
-----	----	-------------

If "Yes" please give reasons for your answer

5.2.3 What ought to be done to improve the existing recruitment arrangements for women administrative personnel?

5.3 Gender equality in the Selection of personnel

5.3.1 Are you satisfied with the existing arrangement for the selection and appointment of women administrators into senior administrative posts?

1	2	3	4	5
---	---	---	---	---

5.4 Gender equality in the Appointment and Placement of personnel

5.4.1 Women are often higher educated than men but is often not seen as equal candidate for appointment or promotion

1	2	3	4	5
---	---	---	---	---

5.5 Gender equality in the Promotion of personnel

5.5.1 Women's work roles are often lower in status, prestige and power than those of men

1	2	3	4	5
---	---	---	---	---

If you consider this to be true: Would you appoint women into senior administrative posts?

Yes	No	Do not know
-----	----	-------------

5.5.2 What are the factors that will influence the promotion of women into senior administrative posts?

- a) _____
- b) _____
- c) _____

6. QUESTIONS ON GENDER EQUALITY IN PERSONNEL UTILISATION (PROCESSING PHASE CONTINUED)

6.1 Gender equality in the Training and Development of personnel

6.1.1. Women administrative personnel are purposely trained and developed to meet the requirements of senior management posts

1	2	3	4	5
---	---	---	---	---

If you disagree Please motivate your answer? Give reasons "Why not"

6.1.2 The developmental needs of women are effectively satisfied through objective results-oriented appraisal techniques and programmes which takes place annually.

1	2	3	4	5
---	---	---	---	---

Please provide examples of such training programmes and techniques

a) _____ b) _____

c) _____ e) _____

6.1.3 Are these training programmes and techniques specifically aimed at the promotion of gender equality?

Yes	No	Do not know
-----	----	-------------

If "No" please motivate your answer

6.2 Gender equality in the Determining of Personnel Benefits

6.2.1 Personnel benefits are classified into

- Remuneration benefits
- Service benefits, such as vacation leave, sick leave and pension schemes
- Fringe benefits, such as service bonus, housing subsidy schemes, and recreation facilities.

Are these benefits applicable on all permanent women administrative personnel?

Yes	No	Do not know
-----	----	-------------

If "No" Why not?

6.3 Gender equality in the Maintenance of Discipline and the Leading of personnel

6.3.1 The Maintenance of discipline is action to correct the conduct of an employee, may range from an admonishment through reprimand, suspension, reduction in grade or salary, to removal from the service.

1	2	3	4	5
---	---	---	---	---

6.3.2 Do you experience any problems in the Maintenance of Discipline with women administrative personnel

Yes	No	Do not know
-----	----	-------------

If "Yes" please explain such problems

6.3.3 Do you experience any problems with the leading of women administrative personnel?

Yes		No	Do not know
-----	--	----	-------------

If "Yes" please explain such problems

6.4 Gender equality in the Counselling of personnel

6.4.1 Are you satisfied with the existing arrangement and practice of counselling of women administrative personnel?

1	2	3	4	5
---	---	---	---	---

6.4.2 Do you experience any problems in the counselling of women administrative personnel?

1	2	3	4	5
---	---	---	---	---

If "Yes" please explain such problems

6.4.3 In comparison with male employees, does women administrative personnel operate under more stress or are more unsure about their work

1	2	3	4	5
---	---	---	---	---

Please comment on your answer

6.5 Gender equality in Mutual Consultation and Collective Bargaining

6.5.1 Collective bargaining involves the processes of negotiation and interpretation of collective agreements covering conditions of services such as remuneration and hours of work.

1	2	3	4	5
---	---	---	---	---

6.5.2 By consultation with the personnel association and trade unions and with the municipality women administrative personnel can draw attention to grievances and find solutions.

1	2	3	4	5
---	---	---	---	---

7. QUESTIONS ON THE OUTPUT OF GENDER EQUALITY IN PERSONNEL PROVISION AND UTILISATION

a) Outputs are the result of specific services, functions, processes and projects that convert the inputs, for example policy and human and financial resources, into specific outputs for local economic development.

1	2	3	4	5
---	---	---	---	---

c) The output of gender equality programmes is *inter alia* to provide structures and relationships between male and female employees to

- Improve work performance
- Improve employee morale
- Obtain fewer discrimination complaints
- Make better use of current workforce; and
- Ultimately improve the effectiveness of municipal services

1	2	3	4	5
---	---	---	---	---

8. QUESTIONS ON THE IMPACT OF GENDER EQUALITY IN PERSONNEL PROVISION AND UTILISATION

a) Gender equality is subject to the influence of the economic, social, physical and even the political environment and factors.

1	2	3	4	5
---	---	---	---	---

b) Do you agree that the impact reflect the long-term implications of gender equality programmes and projects, whilst the outcomes refer to the direct consequences or results that follows from the programmes and projects

1	2	3	4	5
---	---	---	---	---

c) How often are the existing gender equality programmes policy been analysed and evaluated to ensure its effective implementation.

1	Annually	
2	Every second year	
3	Every third year	
4	Every fourth year	
5	Every fifth year	

d) Gender equality programmes often fails to yield fruition because municipal authorities lack the required governance structures. This problem is not a policy making but a policy implementation failure

1	2	3	4	5
---	---	---	---	---

If you disagree, please motivate your answer

9. QUESTIONS ON THE FEEDBACK OF GENDER EQUALITY ON WOMEN IN PERSONNEL PROVISION AND UTILISATION

a) Does the gender equality programmes demand accountability from role-players

Always	1	Regularly	2	Sometimes	3	Never	4
--------	---	-----------	---	-----------	---	-------	---

Please motivate your answer

b) Does the chief officials provide feedback to political office-bearers on the implementation of gender equality programmes

Always	1	Regularly	2	Sometimes	3	Never	4
--------	---	-----------	---	-----------	---	-------	---

Please motivate your answer

Thank you for your time and co-operation

P.O Box 112
Bedford
Eastern Cape
South Africa
5780
20 May 2015

The Municipal Manager
Camdeboo Local Municipal
Private Bag
Graaff Reinet
6280

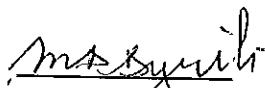
Dear Madam

Request for approval to conduct research.

1. The purpose of this letter is a request your approval for me to undertake a survey on Gender Equality in your municipality.
2. I am a Doctoral student in Public Administration at the University of Fort Hare doing research on "Gender Equality in the Provision and Utilisation of Women Administration Personnel: A comparative study of the Camdeboo Local Municipality and the Inxuba Yethemba Local Municipality" The main aim of this project is to acquire empirical data about Gender Equality in the Provision and Utilisation of Women Administration Personnel. In this regard, the Camdeboo Local Municipality will benefit a lot from the recommendations of this study.
3. I may mention that all replies will be treated in the strictest confidence. Data will be presented in the aggregate and response will not be attributed to particular respondents. I realise that there are many other demands on the time of your staff members, but believe me, the results will be beneficial to all those with responsibility for Gender Equality. It is worth mentioning that on completion of the study, a copy of the dissertation will be donated to the Camdeboo Local Municipality Library and results would be shared and discussed with the staff of

Gender Equality sub-directorate. Results of the survey may also be used to address the Gender in equality in Camdeboo Local Municipality.

4. Thanking you in advance for your prompt positive response.



Mhlobo Dywili

PhD. Student

Cell Number: 0829617330

Email: dywilimd@gmail.com



Munisipaliteit Camdeboo Municipality

Best Performing Municipality 2010 - Beste Presterende Munisipaliteit 2010

Town of the Year 2010 - Dorp van die Jaar 2010

Phone/Foon: 049 8075700
Fax/Faks: 049 8924319
Web: www.camdeboo.gov.za
Email: municipality@camdeboo.gov.za

Church Square/Kerkplein
P O Box/Posbus 71
GRAAFF-REINET
6280

Ref: 5/19/1-61880

Enquiries: Mr. H. Hendricks/ed

01 June 2015

Mr. Mhlobo Dywili
Department of Education
Murray Street
GRAAFF-REINET
6280

Dear Sir

REQUEST FOR APPROVAL TO CONDUCT RESEARCH

Further to your letter dated 20 May 2015.

We hereby confirm our approval that you may undertake a survey on Gender Equality in our municipality for purposes of your studies at the university of Fort Hare.

Kind regard



REV. M.N. PIETERSEN
MUNICIPAL MANAGER

**P.O Box 112
Bedford
Eastern Cape
South Africa
5780
28 May 2015**

**Municipal Manager
Inxuba Yethamba Local Municipal
Private Bag
Crodock**

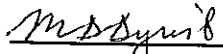
Dear Mr. Z. Tantsi

Request for approval to conduct research.

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Municipally Library and results would be shared and discussed with the staff of Gender Equality sub-directorate. Results of the survey may also be used to address the Gender in equality in Inxuba Yethemba Local Municipality.

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INXUBA YETHEMBA

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"A coherent developmental municipality putting people first and providing a better life for all its citizens"

OFFICE OF THE MUNICIPAL MANAGER

01 JULY 2015

P O BOX 112
BEDFORD
EASTERN CAPE

Dear Sir,

ATTENTION : MHLOBO DYWILI

CONFIRMATION OF APPROVAL TO CONDUCT RESEARCH

This serves to confirm that the management structure of Inxuba Yethemba Municipality has acceded to your request in the above regards.

Hoping for a favourable and jointly beneficial engagement

Yours faithfully

TANTSI M S
MUNICIPAL MANAGER



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25 February 2016

Doctoral Candidate's Name: Mhlobo Douglas Dywili

Doctoral Dissertation Topic: *Gender Equality in the Provision and Utilisation of Women Administrative Personnel: A comparative study of the Camdeboo Local Municipality and the Inxuba Yethemba Local Municipality.*

Dear Sir/Madam

TO WHOM IT MAY CONCERN

This is to attest or corroborate that as a language and literary scholar, I have meticulously gone through Mr MD Dywili's dissertation and tried to straighten out the few linguistic, pagination, and coherence issues that were embedded in it. I hereby certify that he has assiduously attended to them. The dissertation is therefore in good shape and ready for the next phase.

Yours sincerely

A handwritten signature in black ink, appearing to be 'P. Ndlela'.

Phil Ndlela, Ph.D.(University of Massachusetts, Amherst, U.S.A.).

Senior Lecturer, Department of English

North West University, Mafikeng Campus

Cell: 0785172059