

**The Development of Women in the National Department
of Agriculture DoA of South Africa:
A case study approach**

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ABSTRACT

In recent years, African women have gained power and visibility in political and corporate arenas. Inspired by this new phenomenon, attempts are being made to define the extent to which women are developed in the public service despite patriarchal implications of male dominated African societies. (Trinh as cited by Flynn 2002: 46). Women's development in the public service has shown a steady increase in the proportion of women occupying positions traditionally dominated by men. African countries' rankings continue to rise compared to other countries, such as the United States (U.S.), whose ranking continues to go down in terms of women in positions of political leadership (Coughlin, Wingard & Hollihan, 2005, p. xxiv and Inter- Parliamentary Union (IPU), 2006).

It is for reasons like these and others that the focus of this study was to examine the development of women at the National Department of Agriculture (DoA) of South Africa. The study focused on ways that would enhance further development of women, thus fulfilling the government's mandate to advance women's empowerment within the DoA. The research question from which the general and specific objectives of the study were conceptualised follows.

- What is the status of development for women within the Department of Agriculture in South Africa?

The current status of the development of women within the DoA was examined in questionnaires distributed among its female employees. From the analysis of the data, it was concluded that although training and education is provided for women, many other issues for enhancing development can be done. These issues include recognition in the workplace, as well as promotion to senior managerial positions.

In view of the findings of the study, this researcher suggested recommendations to be implemented by the department to accelerate the status and development of women. Three necessary steps to advance women's status include:

- ensuring that employment equity committees and programmes are representative and integrated,
- formulating gender-sensitive policies at work, and
- providing improved management training for female employees to equip them with the necessary skills and knowledge to perform in advanced positions.

1. Definition of major terms used in this study

1.1 Public Administration

Public administration is the study that concerns itself with activities involving the structure and work within the public sector, therefore linked with study of political activities and political ideas. (Thornhill, 1985: 14-15)

1.2 Human Resource Development

Human development is concerned with preparing employees for expected changes in work, and for an anticipated future job or role, which is likely to include an element of training. This process becomes an integral part of organisational development. (Mullins, 2002:844)

1.3 Planning

Planning encompasses the managerial function essential to accomplish the organisation's purpose and objectives. Planning involves four major aspects: namely, contribution to purpose and objectives, primacy, pervasiveness, and efficiency. It is for all managers although its character will vary according to the policies that have to be implemented. (Koontz et al., 1980:155-160)

1.4 Management

Management incorporates a process of planning, organising, and controlling activities. The primary function of an organisation is to coordinate activities of the subsystems relating them to the environment. Management involves coordination of human and material resources towards achieving the organisational goals and objectives. (Kast & Rosenzweig, 1970:7)

1.5 Leadership

Leadership has to do with the involvement of both the leader and the followers. Good leadership emanates from being a good leader. Leaders whilst having integrity often display the capacity to adapt when change that benefits the organisation occurs. (Kellerman, 2004: 7-9)

ACRONYMS

DoA	Department of Agriculture
DoA AR	Department of Agriculture Annual Report
DoA SP	Department of Agriculture Strategic Plan
PDAs	Provincial Departments of Agriculture
SPSAA	Strategic Plan for South African Agriculture
SONA	State of the Nation Address
HRD	Human Resource Development
AsgiSA	Accelerated Shared Growth Initiative of South Africa
JIPSA	Joint Initiative Programme on Skills Acquisition
JSE	Johannesburg Stock Exchange
BEE	Black Economic Empowerment
AgriSA	South African Agriculture (Farmer's union)
NEPAD	New Partnership for Africa's Development

AAP	Animal and Aquaculture Production
AFMC	Agenda Feminist Media Company
AIS	Agricultural Information Services
ANC	African National Congress
CDRA	Community Development Resource Association
DoA	Department of Agriculture
DST	Department of Science and technology
ETES	Education, Training and Extension Services
FAO	Food and Agriculture Organisation
FMC	Feminist Media Company
LOC	Local Organizing Committee
NROs	National Research Officers
NSFT	National Strategy Formulation Team
PAETTT	Provincial Agricultural Education and Training Task Teams
PRO	Provincial Research Officers

RTD Research and Technology Development

UNDAF United Nations Development Assistance Framework

CHAPTER ONE: INTRODUCTION

1. Introduction

In recent years, researchers in the field of Human Resource Development (HRD) have focused much attention on the development of department employees, especially empowering women previously disadvantaged by the policies of the longstanding apartheid regime. Equally, the democratic government of South Africa (SA) has declared amongst many of its policies the focus on emancipating and uplifting women to senior managerial level to pursue a philosophy of gender equity.

According to Argyris and Schon (1996: 249), human resource development is important to empower all employees in all levels of management in an organisation. It is therefore imperative for the department to view the empowerment of its employees-- both men and women-- as its main strategic objective. The neglect of human resources development can foster low productivity levels and failure to accomplish the national department's vision and mission amongst the workforce. The Department of Agriculture supports this mission.

The National Department of Agriculture strives to lead agricultural development for sustainable economic growth and food security in South Africa and in the process plays a constructive role in agricultural development in Africa" DoA SP (2006:22).

The meaning of this mission statement implies that development of human resources and food produce is of vital necessity for the survival of South Africa and Africa at large. Consequently, the same focus on acceleration of human

capital development is articulated by the directives of Accelerated and Shared Growth Initiative of South Africa (Asgi-SA) and the Joint Initiative Programme on Skills Acquisition (JIPSA).

Furthermore, in his recent State of the Nation Address, the President of South Africa, M. T. Mbeki, called attention to this progress. “The number of employed people has been increasing at about half-a-million a year in the past three years. We have seen steady progress in the advancement of Black people in the economy. From owning just over 3percent of the market capitalization of the JSE in 2004, ownership has increased to close on to 5 percent. The proportion of Blacks in top management has grown from 24 percent of the total to 27 percent. Yet we must remain concerned that these figures are still woefully low.” (SONA, 2007:4)

The statistics reflected in the President’s speech indicate clearly the need for the development of both women middle managers and top managers from the disadvantage of population groups of South Africa to correct the imbalances of the past laws. This constitutes the main focus of this research in terms of developing and empowering women at middle management level to be able to execute the organisational goals and experience job satisfaction derived from high levels of competency.

This study responded to the President’s request that sustainable and long-term corrective measures were embarked on in advancing skills to meet economic development and to ensure higher levels of prosperity across South Africa. If implemented, these measures will contribute significantly to the government’s programme of action.

This research study therefore assumed that well skilled female managers would be more productive and they were committed to carrying out the organisational goals and mission compared to underdeveloped and /or untrained female middle managers. Such well developed, trained and empowered workforce become highly recognized and valued human capital assets of the organisation. If they are developed trained, and empowered South Africa's workforce will compete favorably with internationally recognized standards of human capital performance with marketable skills. Redundancy was eliminated.

The scope of this study covered the period from 1995 to 2005, highlighting the achievements of women's development and the challenges that the Department of Agriculture experienced in developing human resources and using development strategies. A case in this regard is discussed in chapter four, which maps out developmental processes in middle management specifically focusing on women.

1.1.1 Background

The background focuses on the Department of Agriculture's positioning within the South Africa's public service context as well as the highlights of the department during the ten-year period from 1995 through 2005. The Department of Agriculture is one of the twenty-nine National South African departments of government. The public service consists of national, provincial, and local departments. The spheres of government work together in an integrated manner consistent with the provisions of Section 41 of the Constitution of the Republic of South Africa, 1996, and Intergovernmental Relations Act of 2003. The Department of Agriculture has embraced this philosophy by collaborating with other spheres of government in the agricultural sector by the joint planning

sessions and realigning its programme structure with provincial departments of agriculture (PDAs) (DoA SP, 2004: 16).

In promoting integrated and intergovernmental collaboration to deliver services, the South African public service divided its various departments into clusters. These clusters include Governance and Administration, Social Cluster, Economic, Justice, and Crime Prevention and Security, as well as International Relations, Peace and Security. The Department of Agriculture has representation in both the Social and Economic cluster and co chairs with other departmental heads (Directors-General) in these clusters. (DoA SP, 2004)

The Department of Agriculture came into existence long before the democratic government took office. However, this study included the year 1995, a year after the current democratic government took office. During the period of the study, two Ministers led the department. The first Minister served from 1995 to 2000; the second Minister was appointed in 1999. He resumed duties from 2000 to 2006 because of changes in the cabinet. Three Directors General managed the Department of Agriculture in its operational matters during this period. One served from 1995 to 1997; the second served from 1997 to 2005; the third assumed duties in 2005, and at the writing of this document he was still in post.

During the 1995 financial year, a mission was formulated for the Department of Agriculture, including the phrase of ensuring equitable access to all agricultural resources, promoting and supporting the contribution of agriculture to develop rural communities and the national economy. The Department promotes income, food security, employment, and quality of life on a sustainable basis (DoA AR, 1995 /1996:1).

The leadership of the Department of Agriculture during 1995, excluding the Minister, was under the Director-General assisted by two Deputy Directors-General. The programme structure of the Department of Agriculture was made up of five programmes, namely, Resource Conservation and Quality Control, Veterinary Services and Livestock Improvement, Economics and Marketing, Programmes and Information, and Administration. In the post establishment, there were 3,547 posts of which 2,892 were filled. In 1994, there were 4,08 posts, of which 3,709 were filled. This decrease in the number of posts came about because of transfer of functions to the Agricultural Research Council. (DoA AR, 1995/1996:53).

The financial year 1996-1997 brought about changes in the administration of the Ministry and the Department during July 1996, the new Minister of Agriculture was appointed. In February 1997, the Director -General retired. The post of Director General was then occupied by a woman previously one of the two Deputy Directors-General. She and her team maintained the vision and mission of the department while making some policy changes as part of the transformation process while placing the emphasis on the developmental issues in agriculture (DoA AR, 1996/1997)

Highlights during this period include the introduction of Grant Assistance for Small Farming Development Scheme in 1996. The aim of this scheme was to assist groups of emerging and small food producers to develop and/or improve their production efficiency. On international grounds, the Department of Agriculture joined the International Fund for Agricultural Development (IFAD) had the memberships of Commonwealth Agricultural Bureau (CABI), and Consultative Group on International Agricultural Research (CGIAR) approved. The committee on agriculture was formed under the Republic of South Africa and the United States of America's Bi-national Commission to facilitate and

encourage cooperation on agricultural matters. The participation of the department in the World Food Summit under the auspices of the Food and Agriculture Organisation in Rome made it possible to interrogate the policy process on the concept of Food Security. Although the focus on the social and economic role of agriculture in the rural development remained the priority, issues such as training, research, and markets and food security were addressed. (DoA AR, 1996/1997:2)

Women's work in agriculture became highlighted at an annual celebration of Women in Agriculture introduced in 1996. Awards were given to those who showed an outstanding contribution in agriculture during the year. The restructuring of the department met the challenges concerning the transformation of the public service. The department explored initiatives in capacity building, such as training programmes for policy analysis with the Economic Development Institute (EDI) of the World Bank, as well as with Winrock International Institution for Agricultural Development to address gender issues in the national Department of Agriculture.

During March 1997, the staff consisted of 3,294 personnel, of which 2,428 posts were filled compared to the 3,547 posts of which 2,892 were filled during 1996. The decrease was because some serving officials requested that their services be terminated on voluntary basis (DoA AR, 1996/1997: 68).

As the year progressed with the transformation agenda, the financial year beginning from April 1997 to March 1998 carried a theme, "the year of transformation." This was significant through a number of initiatives that took place during this year. The gender sensitization workshop for management team that took place in 1997 enabled management to deal with issues of discrimination and mostly marginalized women in the work place. Consequently, the

Department of Agriculture issued a mandate “to guide and support capacity building, sustainable resource use, production, trade and research in agriculture, in order to maximize the contribution of the agricultural sector to economic growth, equity and social development in a sustainable manner.” DoA AR (1997/1998: 8-9). Amongst the listed five strategic goals, the department set itself the goal to develop the human capital in the agricultural sector with specific focus on women and youth (DoA AR, 1997/1998: 8-9).

During the financial year 1997/1998 the Department of Agriculture coordinated a workshop to address the markets and access to Black farmers, bearing in mind the transformation agenda within the agricultural sector. The outcomes of this workshop brought about an initiative to broaden the market access for the previously disadvantaged people. The initiative was made in conjunction with the National Agriculture Marketing Council (NAMC). On the international front, the department negotiated agreements for technical and developmental assistance with other countries to the national and some Provincial Departments of Agriculture (DoA AR, 1997/1998: 2).

The empowerment of women took major strides during 1997/1998 financial year. The progress was evident when the department facilitated seminars focusing on the issues of concern to women working in the agricultural sector and women working within the Department of Agriculture. Various awards were given to staff members who showed outstanding excellence in executing their duties. By this time, the organisational structure had been transformed; there were two women representatives in top management. The overall departmental staff establishment was at 3,394 posts of which 2,450 were filled by March 1998. This increase in percentage came about by the work of the newly established Onderstepoort Biological Products and the directorate Plant and Quality Control, the transfer of cooperative functions from Northern Province, now known as

Limpopo, and North West Province to the Directorate Co-operatives. Another contributing factor was the transfer of the border control function from the previously mentioned provinces to the Directorates Animal Health and Veterinary Public Health (DoA AR, 1997/1998: 57).

In pursuit of the eradication of poverty and creation of jobs, during the January - December 1999 financial year, the Department of Agriculture--together with Food and Agriculture Organisation--engaged in the venture to support the implementation of food security in South Africa. One aim of this venture was to encourage youth to contribute to agriculture in rural areas by participating in development programmes. All farmers including female farmers in rural areas were also supported through the development of financial services, thus making easier access to banking services for development purposes. Ten Village Banks were established in various provinces by the end of this financial year. . The Department of Agriculture hosted the 12th International Farm Management Conference in Durban, South Africa, promoting the theme, "Think globally, farm locally." In promoting women's development within the agricultural sector, the first Female Farmer of the year competition took place. The award ceremony was designed to change biased perceptions about agriculture, thus fostering rural development, income-generation, and job-creation as outlined by government policy. (DoA AR, 1999, 2-3)

The appointment of the new female Minister in 1999 also emphasized the importance of changing stereotypes towards women's development. This also addressed the efforts to reposition the department along racial, gender and age lines. In showing its commitment towards the African renaissance, the department increased its involvement in international affairs in terms of trade and technology. Contribution towards global economy was marked by the decrease of debt by managing to export 60percent of agricultural produce to

protected European markets. Even so, South Africa had to compete with low priced exports from other countries that had lost their traditional markets in the East. South Africa was therefore exposed to the world economy. During this year, 209 posts were abolished within the Department of Agriculture while the 239 post from Grootfontein Agricultural Development institute of Northern Cape were transferred to the department's post establishment of the national Department of Agriculture because of termination of agency services for staff functions. (DoA AR, 1999: 4)

From April 2000 until March 2001, was a year after the new president of the second government of the new regime was appointed as well as after the appointment of the new Minister of Agriculture. These new appointments challenged the department in that it had to reposition and align itself with integrated government initiatives for first five years while it had to embark vigorously on accelerating and delivering services. However, the integrated process became evident by the clarity of the relationship between the department and the agencies in the agricultural sector reporting to the Minister of Agriculture. (DOA AR, 2000/2001:1)

It was during 2000/2001 financial year that the redefinition of the programme structure into seven programmes was introduced looking at the strategic mandate of the department of agriculture. The mission of the department changed slightly from:

“to ensure access to agriculture and promote the contribution of agriculture to the development of all communities, society at large and the national economy, in order to enhance income, food security, employment and quality of life in a sustainable manner.” that was formulated in 1995 to:

“to provide national governance service in support of sustained agricultural economic growth, equity and social development. This was achieved through the provision of national leadership, regulatory services, coordination services and targeted transitional programmes.” (DoA AR, 2000/2001:1)

As part of Department of Agriculture’s achievements, the Meat Safety Act 2000 was passed in parliament while new regulations on weed and invader plants were promulgated. The Department of Agriculture also learnt a lesson on plant and animal diseases following the outbreak of Foot and Mouth disease that occurred alongside the Floods of 2000. The department was therefore challenged on human resource capacity basis while making in-roads by in setting up the risk management and early warning systems. (DoA AR, 2000/2001:2)

Pertaining to the development of women in the agricultural sector, the Female Farmer of the year competition took place this year with the theme:

“A millennium free of hunger -women’s role in promoting food security.” The aim of this competition was to raise the profile of women and recognize their role in feeding and building the country’s economy. The departmental policies and procedures that encompassed transformation issues were developed and made available to staff.

(DoA AR, 2000/2001: 4)

The year 2001/2002 was challenging for the Department of Agriculture and the agricultural sector as a whole due to the policy shifts that Government implemented with the aim of broadening the access to agriculture thus making the sector representative of all South Africans. Despite the above mentioned challenge, the Department of Agriculture, AgriSA and the National Farmer’s

Union (NAFU) compiled the Strategic Plan for South African Agriculture. DoA AR (2001/2002: 3). The transformation process continued with the aim of addressing the prescripts of the Strategic Plan for South African Agriculture hence the new departmental structure was conceptualized and envisaged to be finalized by the year 2004. This Strategic plan for South African Agriculture has three core strategies that govern the agricultural sector, namely, (i) enhancement of equitable access to and participation in agricultural opportunities, de-racialisation of land and enterprise ownership, and unlocking the full entrepreneurial potential of the sector, (ii) global competitiveness and profitability through improving the sector primary production, agri-processing and agri-tourism, and (iii) sustainable resource management which aims to enhance farmer's capacities to use resources in a sustainable manner and to ensure the judicious use and management of natural resources, (SPSAA, 2001)

The highlights from the annual report 2002/2003 are mainly focusing on the role of the department in responding to the economy of South Africa as well as the international engagements in order to sustain the economic growth in agriculture. The economic forum was introduced this year while strides made on issues of addressing Black Economic Empowerment (BEE), hence establishment of the sub programme Agribusiness which focused on the promotion of Agricultural Industry relations. The establishment of this sub directorate was supported by the inventory done on existing BEE empowerment initiatives in the agricultural sector and setting up of policy standards and support systems. (DoA AR, 2002/2003: 3-5)

The Agricultural sector plan and the Agricultural Trade Strategy were during this year internalized and developed respectively. All the partners identified by government in the agricultural sector were in the process of implementing the prescripts of the sector plan. As means of realizing the objectives of New

Partnership for Africa's Development (NEPAD), the department established a NEPAD contact point within the department for coordination purposes in this regard. In participating in the world summit on sustainable development, the Department of Agriculture developed a draft policy document on Agriculture in Sustainable development, as well as the working document for Farmers charter. This involvement at the summit was to ensure that agriculture and rural development are recognized within the global agenda. It is also during this year that South Africa's entry on global markets, made it possible for bilateral on trade agreements. From the human development perspective, Youth Farming Project was launched this year and four farms were made available to the young and emerging farmers. In implementing employment equity and transformation, the department had the majority of Black in top and senior management that is 100percent and 65percent respectively. (DoA AR, 2002/2003: 4-5)

The year 2003/2004 at the Department of Agriculture was yet another year of successes and challenges. On the international front the department facilitated the hosting of the Consultative group on International Agricultural research (CGIAR), Food and Agriculture Organisation (FAO) regional conference, participated on Forum for Agricultural research (FARA) organisations in which the Director General was the co chairperson. The department also played a role in the negotiations with the World Trade Organisation on agricultural matters. The agricultural sector plan that was formulated in 2002/3 had to be implemented during this 2003/2004 financial year. (DOA AR, 2003/4)

The sector plan was encouraging the national department to work closely with public-private partner in areas such as research and development as well as in implementing Black Economic Empowerment (BEE) strategies. The department responded to this by developing a policy framework for BEE. Other highlights were on the establishment and implementation of programmes such as Land

Redistribution for Agricultural Programmes (LRAD), Comprehensive Agricultural Support Programme (CASP), Integrated Food security, and Nutrition Programme (IFSNP). In addressing the employment equity and the transformation process, 50percent of black professionals were on the increase compared to the past year. However, the challenge was in the middle management level in which the positions here were mainly occupied by white males and females. (DOA AR, 2003/2004:4-6).

The Annual Report 2004/5 articulates the highlight the Department of Agriculture has made by mentioning the achievements on the programmes that were established in the previous year. These programmes are Comprehensive Agricultural Support Programme (CASP), Micro-agricultural Financial Institutions of South Africa (MAFISA), Agricultural Broad Based Economic Empowerment (AgriBEE), Integrated Food Security and Nutrition Programme (IFSNP), African Agricultural Development Programme (AADP), National Regulatory Services (NRS), Natural Resources Management (NRM), Knowledge and information Management Systems (KIMS) and Research and Development (R & D). (DOA AR, 2004/2005: 2-6)

The CASP was launched during this year with the aim to address the gaps that existed between commercially viable farmers and emerging farmers. These gaps were to be addressed by including all critical success factors needed to support the above mentioned farmers. Apart from CASP, the MAFISA is a programme aiming at farmers to have access to finance, was conceptualized this year and was envisaged to be launched the next year May 2005. AgriBEE framework was launched this year after being consulted with a wide range of stakeholders. (DoA AR, 2004/2005: 2)

On staff matters, funded posts during this year total to 230 appointments and 185 promotions. 0.23percent of the total staff compliment is the employees with disability. The department has also initiated to increase the number of employees with disability to a 2percent target through its Employment Equity transformation and consultative forum. (DoA AR, 2004/2005: 214)

1.2. Problem Statement

Having mapped out the achievements and challenges that the Department of Agriculture has attained and addressed over the ten year period, it is important to mention that both these achievements and challenges influenced the overall performance of the national Department of Agriculture as well as the developmental process of its human resource.

Managers in the public service have numerous responsibilities in different areas of their execution of activities. They are equipped with skills of being able to be moved around the organisation as and when need arises whilst they specialize in their own individual field of study. In the Department of Agriculture long serving and newly appointed female managers are not assisted to acquire enough skills in order to identify threats to the strategies that have been approved by the Department Executive Committee (DEXCO) or Intergovernmental Technical Committee for Agriculture (ITCA) that could affect delivery of services. Some of the long serving female managers have been in the same positions for years with little development regarding the work they are employed to do.

In some cases, public service managers are required to take lead in process management actions. Although the Department of Agriculture has in place the delegation of authority standards, this is not implemented effectively due to the

lack of trust on subordinates by the managers. The top managers end up executing tasks that could be delegated by themselves and not transfer the knowledge to their subordinates for the subordinates to understand the tasks thus develop in jobs and tasks assigned to them. This becomes evident when a top manager takes ill or for some reasons or the other not at work, lower level managers and other subordinates do not know what to do when the problem arises.

The bureaucratic nature and the observation of protocol in the Department of Agriculture also contributed in inability for female managers not being able to make decisions at the point of crises. While crises need immediate intervention and action, these bureaucratic channels tend to hamper progress and invariable results to tremendous delays and non-delivery of required services by the official and to the clients.

1.3. Motivation and focus of the study

The areas of management core are at three levels namely top, senior, and middle management. Senior and middle managers are at the core of the operations in an organisation and they are the mediators between the rest of the staff and the senior and top management. The Department of Agriculture embraced the transformation process for its farmers and employees. It is important to focus on all gender and racial groups when embarking on its employee's developmental process. The development of female managers is therefore important and critical to attain approximately fifty percent of the senior to middle management personnel by the Department of Agriculture. This will enable the Department of Agriculture's implement its mandate with adequate and capable resources. However, training and development remain critical for these employees.

The exclusion of men in this study is based on the number of aspects, some of which are historical. In the past men represented a majority to occupy managerial positions, while women were regarded as “good enough” to hold administration jobs and not managerial posts. The White Paper on the Transformation of the Public Service of 1995 states that at least 50 percent of the positions at the management level should be occupied by Black persons, and at least 30 percent at middle and senior management should be female.

The study therefore aims at addressing the inequalities in terms of developmental process within the Department of Agriculture but with specific reference to the development of female managers. It will also assist various levels of officials within the Department of Agriculture to understand the current status quo in terms of female managers development vis-à-vis fast tracking the gender transformation processes in line with the government wide policy on transformation.

The results of this study were allowed to be used by the Department of Agriculture in further implementing and apply its transformation strategy. It is envisaged that the findings and recommendations of this study will influence the improvement of current female managers’ developmental procedures and processes in the department. The recommendations will furthermore be made on the improvement of the strategic planning processes, including strengthening women’s development policies in the department.

1.4. Research Questions

What is the status of development for women within the Department of Agriculture in South Africa?

1.5. Objectives of the study

General Objective

- To identify, analyse, and understand how women are developed in the National Department of Agriculture of South Africa.

Specific Objectives

- to identify and collect evidence regarding women's development in the Department of Agriculture,
- to analyse and understand women's development in the existing organisational transformation in management,
- to juxtapose the Department of Agriculture's past and present influences on women's development, and
- to recommend strategies or mechanisms for improvement of the development of women in Department of Agriculture.

1.6 Limitations of the study

The following limitations were experienced during the conduct of this study.

- Female employees failed to cooperate fully when asked to complete the questionnaire.
- Over the period of the study, there was a dearth of female managers in the Department of Agriculture.
- Some source documents were irrelevant to this study.
- Some relevant documents on women's development in the Department of Agriculture were unavailable.

1.7 Outline of the Study

The study consists mainly of six chapters.

Chapter 1: Introduction and Background. Chapter One covers the general introduction as well as puts the Department of Agriculture in context within the cabinet location. The chapter further highlights the achievements and challenges of the Department of Agriculture over ten years whilst briefly looking at the human resource statistics of each year. This chapter outlines the problem statement, the motivation of the study, and its limitations experienced in the process of conducting the research. Finally, the chapter maps out the structure of the dissertation.

Chapter 2: Methodology. The chapter focuses on how the study was conducted. It assisted the researcher in determining the research process and methods of collecting data. It therefore begins with defining research and analyzing different research methods to determine the most appropriate one for this study. The instruments of data collection are discussed that were used in Chapter Five of this study.

Chapter 3: Literature Review. This chapter gives theoretical and academic experiences on the focus areas of the study while articulating the international literature, as well as regional and local specific issues pertaining to the developmental processes of women in middle management. This chapter discusses management functions such as management, development, leadership, planning, and execution. Literature on women's leadership and women and development is discussed.

Chapter 4: Case study. This chapter describes the case study as a research method as defined in Chapter Two. The case represents a profile of the national department of Agriculture. Its organisational structure is discussed taking cognizance of views of other scholars.

Chapter 5: Analysis of the case study. The case study mentioned in Chapter Four is analysed in depth looking at strategies and policies of the Department of Agriculture in support of the findings. The research methods articulated in Chapter Two are used in discussing and analyzing information used in the study.

Chapter 6: Conclusions and recommendations. The chapter draws conclusions from the data analysed, as well as formulates recommendations and predictions on how the Department of Agriculture would apply the findings from the analysis and lessons learnt for excellent service delivery.

1.8 CONCLUSION

Chapter One sets the scene for the rest of the study as it discusses the highlights and challenges of the Department of Agriculture during the ten-year period, 1995-2005. This was achieved by looking at how its programmes, human resources, and customers were involved within the implementation of the department's mandate. In addition, this chapter outlines the problem statement that gives the background to conducting this study. The research questions are outlined as a guide during the process of finding answers to the problem statement. In brief, this chapter enables the whole study to gain insight of the Department of Agriculture as one of the government departments of South Africa; showing how it implemented policies pertaining to women's

development as policies were formulated over the ten-year period. Chapter Two that follows, maps out various research tools used in conducting this study.

CHAPTER 2: RESEARCH METHODOLOGY

2.1 Introduction

O'Sullivan et al. (2003) argues that in public administration, administrators often ask questions that begin with "how many, how much, how efficient, how adequate and why." This sentence simply describes public administrators as researchers who are accountable to the public; they therefore use these questions mentioned above with the aim to find answers to the question that intrigues a particular problem. Public administrators get involved in research with the main aim of determining the extent of the problem, asking whether policies in place signify a contributing factor to the solution of a problem. For the public administrator to succeed in the research that they are conducting, they are expected to rely on data that they collect for making sound decisions, monitoring and evaluation purposes, proposing recommendations, and examining effects. (O'Sullivan et al, 2003:1)

Having briefly mentioned why public administrators get involved in research, it is essential to define what research actually is. There are numerous definitions of the word, research; however, they mean the same and make research concept to be a multidimensional phenomenon. The colloquial meaning of the word research is (to find out), which encompasses investigation, exploration and, examination, etc., thus allowing the role of public administrators to fit this meaning. Burns (cited in Kumar 2006:7) defines research as a systematic investigation needed to find answers to the problem. It can therefore be stated that it is a process of analyzing and interpreting information to answer questions. A research has within it, a set of characteristics that are significant concepts in defining the word research. These characteristics are that research has to be controlled be rigorous, be systematic, valid, verifiable, empirical and critical.

Procedures can also be employed to formulate the intricate theories or laws that govern our lives. Research involves the studies of observable information that is to be answered. It can serve many purposes, three of which are the most common and useful. These are exploration, description, and explanation. The worthiness of findings of any research depend on the data that are collected, the method used, analysis of such a method, and direction on how the information is analysed. (Kumar, 2006:6)

The importance of research is closely related to the search of knowledge and understanding of phenomenon, the knowledge acquired contributes in decision making that is important in public administration. Its importance is enhanced by the elements that make it identifiable. These elements encompass a research problem, research design; empirical evidence and conclusion call these elements the Pro DEC framework of research where Pro is for the research problem, D the design, E empirical evidence, and C the conclusion. Without these elements, research is not complete (Babbie & Mouton, 2006:72)

As the general phenomenon, public servants are by virtue of taking up the employment expected to dedicate their time to their work. They are entrusted with responsibilities of undertaking tasks in a fair and just manner as well as being rewarded based on efforts they make. The rewards amongst others can be shown through development process including promotions and recognition of work done. The research approach and methodology outlined in this chapter was used in the explanation of this phenomenon within the Department of Agriculture focusing on female managers. (O'Sullivan et al. 2003:1)

Different methods and types of research were discussed; however, the case study method discussed under types of research was used with the aim to find answers to the research questions reflected in Chapter One. The results or findings of this

research were part of Chapter Five, while Chapter Six reflects conclusion and recommendations on the findings. The objectives of the study that are part of Chapter One were attained by the application of a research methodology.

2.2 Methods of research

The research methodology (i.e., group or body of methods) of collecting data necessitates a reflection on planning, structuring, and executing the research to comply with the demands of truth, objectivity, and validity (Brynard & Hanekom, 2006:36).

The preceding paragraphs explain what research is and what research means in Public Administration. The research methodology was applied as means to reach the set objectives of this study as well as relating to how the problem encountered was solved. In paragraphs of this chapter, types of research are discussed. It is, therefore, important to explain some of these and articulate what they mean with more emphasis on the one used for this study.

2.3 Types of scientific research

Scientific research can be categorized into two main groups namely: qualitative and quantitative research. Both methods make use of specific techniques to collect data (Brynard & Hanekom, 2006:35).

2.3.1 Qualitative Methods

According to Babbie & Mouton (2006:270), the word “qualitative” refers to a broad methodological approach to the study of social action. Qualitative research has several approaches in that they focus on phenomena that occur in natural

setting and they involve studying those phenomena in their complexity. Furthermore, qualitative research serves various purposes; namely, it can reveal the nature of certain situations, settings, processes, relationships, systems, or people. It enables the researcher to gain new insights about a particular phenomenon, develop new concepts or theoretical perspectives about a phenomenon, and / or discover the problems that exist within the phenomenon. Qualitative research allows the researcher to test certain assumptions, claims, theories, or generalizations within the real world contexts. They provide a means through which a researcher can judge the effectiveness of particular policies, practices, or innovations (Leedy & Ormrod, 2005:133-135).

Qualitative methodologies allow the researcher to know people personally, to see them as they are, and experience their daily struggles when confronted with real life situations. This knowledge enables the researcher to interpret and describe the actions of people. Qualitative method therefore has as its point of departure in social sciences; the human being is the object of study. Qualitative, historical, and descriptive researches go hand in hand (Brynard & Hanekom, 2006:37-38).

The strength of the qualitative research is that it generates data that are detailed thus leaving the participants in a better understanding and focused, whereas the quantitative method produce precise, reliable outcome data that are usually a generalization of a bigger population. As mentioned by Leedy & Ormrod, qualitative methods commonly applied in Public Administration are case studies, archival research, ethnographic research, phenomenological study, grounded theory and content analysis, and ethno methodology (Leedy & Ormrod, 2005:135-142).

The research types that are used in qualitative research studies are discussed below.

2.3.1.1 Case Study

The case study approach is defined by O’Sullivan (2003) as a study approach that examines, in some depth, persons, decisions, programmes, or other entities that have similar characteristics of interest. Case studies are a preferred research strategy when one is interested in learning details about how something happens and why it happens. This can be demonstrated by questions such as ‘why’ or ‘how’. These questions are asked mostly when the researcher does not have control over events, as well as when the focus is on a phenomenon that exists within some real life context. This research tool is used to enhance the knowledge of individual, group, organisation, social settings, political influences, and relation to the phenomenon (O’Sullivan et al, 2003:39).

Similarly to the above definitions, Leedy & Ormrod (2005:135) describe a case study as suitable for learning more about a little known or poorly understood situation. The case study can be useful for investigating how an individual or programme changes over time because of circumstances or intervention. The researcher collects the extensive data of a phenomenon on which the investigation focused on. The data collected usually include observations, interviews, documents, past records, and audiovisual materials. According to Leedy & Ormrod, the researcher spends time on site in the midst of people who are being studied. The researcher records the details about the surroundings of the case being studied, including information about the physical environment and any historical, economic, and social factors that have relation or influence on the situation. Readers of the case might then draw the conclusions regarding the extent to which findings might be generalized (Leedy & Ormrod, 2005:135-136).

The value of the case study method relies on the use of direct observation and retrieval of data from existing sources. The researcher might gather a large amount of information on one or a few cases, go into depth, and get more details on the cases being examined. Thus, the researcher gathers a wide range of information about a few selected cases. The case study researcher goes about data analysis differently. Whereas a quantitative researcher looks for patterns in the variable in many cases, a case study researcher faces an overwhelming amount of data that have been immersed in the case. Immersion gives the researcher an intimate familiarity with people's lives and culture; thus he or she looks for patterns in the lives, actions, and words of people in the complete case as a whole. For example, a quantitative researcher might survey 1,000 married couples and might discover that women perform the household chores of washing dishes in 70 percent of the cases; whereas a qualitative researcher might conduct a case study involving only ten married couples for a period of six months and might discover that women who work outside a home have greater interpersonal tension over doing domestic chores if not assisted by their husbands (Neuman 1997:331)

Yin (1989) cited in McBurney (1994) defines a case study as "an empirical enquiry that: (1) investigates a contemporary phenomenon within its real life context; when (2) the boundaries between phenomenon and context are not clearly evident; and in which (3) multiple sources of evidence are used."

According to Yin's definition, multiple approaches distinguish the case study from other non-experimental methods. Many case studies result from the problems that present themselves to researchers as opportunities that must be grasped quickly or lost. This little time may be available for planning, and therefore the study must be conducted under difficult conditions. Case studies are typified by the varied nature of the methods used to study the problems (McBurney; 1994: 179).

A case study is an exploratory study of an existing situation as a means of creating and testing a research problem statement and hypothesis. Very often the case study method is used in conjunction with archival research method. The latter the researcher absorbs and records ongoing developments or behaviour that is obtainable from existing records to obtain a new datum. Government departments and projects in the government service are often suitable objects of case study method application (McBurney; 1994: 168-169).

2.3.1.2 Archival Research

The term, “archival research,” refers to research conducted using data that the researcher had no part in collecting. Archival data are those present in existing records or archives. The researcher simply examines or selects the data for analysis. For example, governments and private agencies collect the data for their own purposes, and such data often do not suit the purposes of scientists. In order for an archival data to be scientifically useful, the agency collecting the data must ask questions similar to the scientist’s own selected course of investigation. A researcher who relies on archival data is at the mercy of any biases that may have occurred in the collecting of the data. For example, police records are notoriously subject to bias and might be to a certain extent government departmental records reflects the accuracy and the integrity of the recorder. (McBurney; 1994: 178).

This research method invariably complements the case study methods since it provides factual information in existence of the departmental records for example, demographics, records of appraisals, promotions, reward system, developmental needs, etc. In this study, all the above information was included in the interview question as the research tool.

The case study is different from the archival approach in that it investigates a particular existing situation or problem that comes to the attention of the researcher. The main purpose of the archival research focuses on testing an already existing hypothesis, where collecting of new data would be wasteful.

Alternatively, ethics or logistics may make it infeasible to conduct an experiment relating the variables of interest. For example when evaluating suicides and sex crimes, both topics may be inappropriate for experimental research. Whereas the case study approach allows flexibility and direct observation of problems events and situations that may last for a limited time, hence, direct case study observations allow the researcher to retrieve and analyse the desired data at first hand. In this particular study both methodologies were used in a complementary way whilst studying the level of development of female managers and their representatives within the department as mandated by the government of South Africa.

2.3.1.3 Content Analysis

Mouton (2001) describes content analysis method as very useful to analyzing documents or texts such as letters, Annual Reports, Speeches, Policy documents, Memoranda, Submissions, etc., as well as any message that be communicated between two parties or more. Content analysis is a method used to determine the intentions, meaning, implications, influence, and decisions as extracted from a written source. It is appropriate for exploratory or descriptive qualitative studies.

Content analysis is the study of recording human communications. Among the forms suitable for study are books, magazines, Web pages, poems, and newspapers. Content Analysis is particularly well suited to the classic research

question of communication research, for instance, “Who says what, to whom, why, how and with what effect?” (Babbie, 2007:11).

According to Leedy & Ormrod (2005), Content Analysis is a step by step detailed examination of the contents of a specific material mainly for the purposes of identifying patterns, themes, or biases while it involves the greatest amount of planning at the front end of the project. The researcher typically defines a specific research problem or question at the very beginning. The researcher identifies the sample to be studied and the method of analysis early in the process. Leedy & Ormrod (2005) further mention that content analysis can be used with in a cross-sectional study and in a quasi-experimental study.

The use of the content analysis method in this study is believed to be appropriated since a great deal of documents pertaining to policy, vision, mission, directives, and developmental reports were analysed by the researcher in the process of determining the level of development of women within the Department of Agriculture.

2.3.1.4 Ethnography

Mouton (2001) explains ethnographic research as studies that are usually qualitative in nature and that aim to provide an in-depth description of a small number of subjects or cases (less than fifty). This method is very suitable for use in case studies of companies, organisations, government departments, small communities, and political organisations in particular in which one proceeds from inductive point of observation to broad generalizations of findings (Mouton 2001:149-150).

Leedy and Ormrod, (2005) describe ethnography as used by the researcher when he or she focuses on the entire group, specifically, a group that shares the common culture when doing research. The group is then studied over a period while the focus of investigations is on everyday behaviours. Ethnography is useful for gaining an understanding of the complexities of a particular, intact culture (Leedy & Ormrod, 2005:137).

The group referred to above by Leedy & Ormrod (2005) could be viewed as a community that the researcher focuses on (not necessarily geographic, considering also work, leisure, and other communities), selecting informants who are known to have an overview of the activities of the community. Informants are interviewed multiple times, using information from previous informants to elicit clarification and deeper responses upon re-interview.

Ethnography as a research method focuses on sociological meanings by observing closely socio-cultural phenomena. It involves the study of a small group of subjects in their own environment rather than looking at a small set of variables and a large number of subjects ("the big picture"). The ethnographer attempts to get a detailed understanding of the circumstances of the few subjects being studied. Ethnographic accounts, then, are descriptive and interpretive; they are descriptive because detail is so crucial and interpretive, because the ethnographer must determine the significance of what she or he observes without gathering broad, statistical information (<http://www2.chass.nscu.edu/garson/pa765/ethno.htm>).

The suitability of ethnographic method in this research is that it allows the researcher to work and make direct observation with a small selected sample of forty cases. The selected number of cases is within the scientific prescribed sample of less than fifty cases as mentioned above.

2.3.1.5 Focus Groups

Barbie (2007) views the focus group research as based on facilitating an organized discussion with a group of individuals selected because they were believed to be representative of some class. Focus group research has been mostly used in marketing studies for a very long time with the aim to tap on emotional and unconscious motivations not amenable to the structured questions of conventional survey research. The interaction among focus group participants has been observed to bring out differing perspectives through the language that is used by the discussants. Interaction is the means to secure successful focus groups (Babbie, 2007:13).

2.3.1.6 Participant Observation

This technique expects the researcher to be more intensely involved and gains understanding more than it could be obtained. It has been urged that this method has been favored for its reliance on the first interaction and the firsthand information, thus making it not expensive to carry out. Babbie (2007:10) refers to this type as field research as the researchers do not have to participate in what they are studying, though they usually study it directly at the scene of the action. He further mentions that this type of research introduces an ethical issue one on which social researchers themselves are divided but deceiving the people they are studying with the hope that they confide in the researcher (Babbie, 2007:10)

2.3.1.7 Phenomenology and Ethnomethodology

The term, “phenomenological” in its broader sense, refers to a person’s perception of the meaning of an event as it exists external to the person. Therefore, a phenomenological study is a study that attempts to understand people’s perceptions, perspectives, and understanding of a particular situation (Leedy & Ormrod, 2005:139). However, de Vos (2002) defines this study as the study of that describes the meaning that experiences of a phenomenon, topic, or concept has for various individuals. To accomplish the usage of this approach, the researcher has to be able to put on the “shoes” of the subject by using methods such as analyzing the conversations and interactions that the researcher has with subjects. This strategy of interpretive inquiry uses mainly participant observation and long interviews. (de Vos et al, 2002:273).

The term, “ethno-methodology” or methodology of people as explained by Garfinkel (cited in Babbie, 2007:2) suggests that people are continuously trying to make sense of life they experience thus acting like social scientists.

Babbie (2007:10) defines this type of research as an approach to the study of social life that focuses on the discovery of implicit, usually unspoken assumptions and agreements. This method often involves the intentional breaking of agreements as a way of revealing their existence.

2.3.1.8 Historiography

The study of historiography demands a critical approach that goes beyond the mere examination of historical fact. Historiographical studies consider the source, often by researching the author, his or her position in society, and the type of history being written at the time. Historiography's potential as a management research technique has not been extensively evaluated. It is often

political in nature. Historiography has related meanings. It can refer to the history of historical study, its methodology and practices (the history of history). It can refer to a specific a body of historical writing (www.wikipedia.org).

2.3.1.9 Grounded Theory

The term, “grounded,” refers to the idea that the theory that emerges from the study is derived from and “grounded” in data that have been collected in the field rather than taken from the research literature (Leedy & Ormrod, 2005:140). The term, “theory,” refers to something that is considerably broader than its usual meaning in the discussion of research methods. It means a set of concepts and the proposed relationship among these a structure that is intended to represent or model something about the world (Maxwel, 2005: 42).

According to Leedy& Ormond, the history of the grounded theory dates back to 1967 when it was first developed by Glasser and Strauss to respond to questions posed by sociologists about understanding human behaviour assessed by qualitative methods. A grounded theory focuses on a process related to a particular topic. The major purpose of a grounded theory approach is to begin with the data and to use them to develop a theory. More specifically, a grounded theory study uses a prescribed set of procedures for analyzing data and constructs a theoretical model from them. (Leedy & Ormrod, 2005:140).

According to Neuman (1997), a grounded theory shares several goals with more positivist-orientated theory. It seeks theory that is comparable with the evidence that is precise and rigorous, that is capable of replication, and that is generalizable. Replication is the hallmark of all scientific investigations and outcomes. Furthermore, a grounded theory approach pursues generalizations by making comparisons across social situations (Neuman, 1997:334).

This study therefore, focuses on the validation of the findings on how gender equity within the Department of Agriculture complies with the government prescripts on transformation. It aims at finding out how the developmental process within the department is in line with guidelines for human resource development in the public service as a whole.

2.3.2 Quantitative research

Quantitative research aims at representing and manipulating observations that are numerical for the purposes of describing and explaining the phenomenon that those observations reflect (Babbie, 2007:14). This involves many cases that are measured in a predetermined way. Most data are numeric; they can be summarized numerically. This does not include factors unique to individual cases and the information about the context is usually ignored (O'Sullivan, Rassel and Berner, 2003:1).

Leedy & Ormrod (2005) outline the functions of a researcher in a quantitative study that they often formulate only general research problems and ask only general questions about the phenomenon they are studying. These researchers tend to ask open-ended questions at the beginning of the investigation selecting general approaches suitable for the study for example, case studies, ethnography, or content analysis. As the study progresses, they tend to ask questions that are more specific in order to specify better the methods to be used in the study (Leedy & Ormrod, 2005: 134).

Quantitative research studies have types of it that fall under the broad heading, namely, Descriptive Quantitative Research. This type of research involves identification of characteristics of an observed phenomenon or exploration of

possible correlation between two or more phenomenon thus examining situation as it is (Leedy & Ormrod, 2005:179).

Descriptive qualitative research concerns itself with information obtained through observation (Brynard & Hanekom, 1997:6). It is therefore designed to solve present-day problems while solutions found will project future goals. The sources of data in a descriptive method include case studies, surveys, comparative studies, document analysis, trends, and predictive studies. Descriptive research attempts to describe a situation, problem phenomenon, service or programme, or provides information about the something or describes attitudes towards an issue, e.g., attitudes of employees towards management, while explanatory research attempts to clarify why and how there is relationship between aspects.

2.4 Area of the study

The study was located and was conducted at the National Department of Agriculture (DoA). The area has been selected as it was the place of employ of the researcher therefore having a potential to provide relevant participants and information for the study.

In 2002 the DoA had developed a strategy on human resource development that is directly linking to the topic; however, the analysis of the effect and implementation of this strategy had over the years since its formulation not been adequately done. The study therefore attempted to answer how so through the application of research tools mentioned hereunder. The study observed the trends and strategies followed over the ten-year period towards the development of women in the department.

2.5 Research design

Research designs are plans that guide decisions about when and how often to collect data, what data to gather, from whom and how to collect data, and how to analyse data. The general meaning of the research design refers to the presentation of the plan for the study's methodology. It should indicate the purpose of the study and demonstrate that the plan is consistent with the study's purpose. The specific meaning of research design refers to the type of study. Studies guide the decisions as to when and how often to collect the data and how much control an investigator will exert over the research environment (O'Sullivan et al., 2003:2).

In defined research design as this grand plan on how to proceed with the research, it assists the researcher in being aware of the factors that might affect the process of conducting a successful research. The function of the research design is to explain how you will find answers to the research. Research design sets out logic of inquiry and helps in the implementation of a plan and procedures towards the completion of the study. It assists in obtaining valid, objective, and accurate answers to the research question.

2.5.1 Sampling procedure and size

In simple terms, sampling is the process of selecting a few from the total number of a group. It is a sub group of the bigger group one is interested in. It is advantageous in that it saves time, human and financial resources as compared to focusing on the whole group for research and its findings. However, it has the disadvantage in that one does not find out the facts about the bigger group's

characteristics of interest to the research, but the estimates or predictions. It is therefore a trade off between gains and loses. (Brynard & Hanekom, 2006)

Sampling has three different types namely, random sampling, non-random sampling, and mixed sampling. The quota sampling, which is part of the non-random sampling type, was used to assist in reaching the desired number of targeted respondents quickly. Quota sampling is defined as a type of non-probability sampling in which units are selected on the basis of pre-specified characteristics, so that the total sample will have the same characteristics assumed to exist in the population being studied.

For the purposes of this study, the sample size constituted approximately 15 percent of the directorates with levels and gender of women identified. It should be noted that in the case of DoA, women constitute of administrators, assistant directors, deputy directors, directors, chief directors, deputy director generals, and the director general. The respondents referring to are the women or managers the researcher worked with to identify, modify, and adapt proposed solutions to identified problems on issues pertaining to the development of women in DoA.

2.5.2 Time-Frame

The period of this study as well as the analysis of the case varied in the documentation; it has been reviewed in the process of compiling different chapters of this study. The study was finalized by September 2007. Another contributing factor is that the study took place at the Department of Agriculture where the researcher served four years as the employee at the senior management level. The researcher was familiar with the environment, and she accessed the necessary documentation easily.

2.6 Research Tools

In using the case study as a research method, it is important to bear in mind the elements of consideration used in the process of conducting the study. These are as follows:

- Documents,
- Archival records, and
- Interviews.

In conducting this study at the Department of Agriculture, documents such as letters, memoranda, agendas, administrative documents, annual reports were used as sources to the investigation.

Archival documents, such as the performance reports and performance agreements were used. These archival documents were service records, organisational structure, and lists of names, statistics on gender, and any other such records. These were obtained from the Human Resources Directorate.

Interviews are one of the most important sources of case study information. There are several forms of interviews that are possible: Open-ended, Focused, and Structured or survey. In an open-ended interview, key respondents are asked to comment about certain events. They may propose solutions or provide insight into events. Interviews are known to be providing the direct encounter between the respondent and the person conducting the research. This is advantageous as a set of uniform questions is provided; this provides uniform information that assures comparable data when it is being analysed (Leedy & Ormrod, 2005).

For the purposes of this study, semi-structured interviews were scheduled with the important informants, such as administrators, junior managers, middle managers, and senior managers, as well as specialists in the department.

The interview was completed through e-mails. Questions were submitted to employees on 17 July 2007 and collected from the 31 July up until the 13 August 2007. This period was considered quite reasonable to allow employees to answer the questions to their best. Forty questionnaires were submitted to four programmes, namely: Animal and Aquaculture Production (AAP), Agricultural Information Service (AIS), Education, Training and Extension Services (ETES), and Research and Technology Development (RTD).

The secondary sources as mentioned above were used in the information gathering process. These constituted documents such as the policy documents on transformation, personal records, and government publications.

2.7 Conclusion

All research studies focused on solving the problem or problems that were been identified with the aim to find the answer, as well as to expand the knowledge of the course of those problems and how they can be solved. Research influences in some instances policies that govern the well being of the group to which the study was directed and the implementation thereof in the environment in which the group is operating. This chapter therefore has attempted to look at research as the defined by various scholars, different methods, and types of research, the suitable method for this particular study and various tools to be used in conducting the study. In looking at the topic of this study, it was quite important that the methodology used took cognizance of the views of the public servants in

DoA together with looking at the implementation processes of the strategy and policies that existed, for example, the transformation strategy with its prescripts and the approved performance management system for DoA. The views of the managers over the period of study were essential.

Why the case study method has been selected for this research, relates to the complexity of the transformation, restructuring, change and developmental drive espoused by the government of South Africa. On the other hand, the government has set a time-frame for the realization of the human resource and skills development and utilization agenda. For the execution of the latter, the case study method was been found to be appropriate since it offered direct analysis of existing data to confirm or disconfirm the fifty- fifty principle of development and utilization of female managers in government departments.

In addition, in relation to the topic of this study the answers were sought by applying the case study method through descriptive evidence and observation. The classification from the perspective of objectives when undertaking research was considered. The chapter to follow will look at the literature review pertaining to the topic of this study.

CHAPTER 3: LITERATURE REVIEW

3.1 Introduction

The purpose of the review of literature is to assist both the researcher and the reader to become aware of what the past investigators in this field of human development have researched and found. In particular the review of literature is meant to help the researcher to become aware of the worldwide knowledge regional, national, and local that has been published in respect of women's development in the sector of agriculture worldwide. In addition, the researcher is interested in identifying the limitations on his or her preferred subject of research. The latter statement is supported by Leedy (1993) who contends that the review of literature constitutes always the central or the heart of the research programme. Since everything that a researcher does in connection with literature review will lead to the resolution of the problem at hand. A researcher who knows what others have done has a better way of attacking or studying his research problem without duplication of already known knowledge in this regard.

Furthermore, Leedy (1993) lists seven benefits of conducting a comprehensive literature review as follows.

1. It can reveal investigations similar to your own, and it can show you how the collateral researchers handle these situations.
2. It can illuminate a method of dealing with a problem situation that may suggest avenues of approach to similar difficulties you may be facing.
3. It can reveal to you sources of data that you may not have known existed.
4. It can introduce you to significant research personalities of whose work and collateral writings you may have had no knowledge.

5. It can help you to see your own study in historical and associational perspective and in relation to earlier and more primitive attacks on the same problem.
6. It can provide you with new ideas and approaches that may not have occurred to you.
7. It can help you evaluate your own research efforts by comparing them with the similar efforts of others. (Leedy,1993: 87-88)

This chapter will be guided by similar principles and practices as discussed above. The researcher believes strongly that worldwide the issue of women's development received limited attention, interest, and budget in organisations especially in the agricultural sector. This study focused on the literature review that highlights the efforts made by the national department of agriculture in the developmental processes of women in particular, education, training, and placement in managerial and leadership positions.

Evidence of adequate development of women as human resource capital in the department of agriculture was characterized by rapid upward mobility, effective utilization of acquired skills and knowledge in line with the managerial and leadership ranks. High levels of job commitment performance and wellness in the workplace and outside the workplace were considered positive signs of healthy and balanced development of women.

The literature review is of importance when conducting quantitative or qualitative research. Once ways have been examined on identifying the problem and the need for investigation, attempts therefore have to be made to verify the need for the study in the available literature (Taylor 2000:61).

This chapter therefore will cover the best and poor practices on overall issues affecting the developmental process of women as human beings in an organisation. However, specific reference to the public service will be made as the study focuses on women in a government department. This chapter will outline the views of different scholars in defining management principles, transformational principles, and development issues in organisations and the Public Service. It provides theoretical and academic experiences on the focus areas of the study while articulating the international, regional, and national literature on specific issues pertaining to public administration and women's development.

In the discussion of human development, organisational performance and transformation in management echelon and its influence to the organisation in the public service at large, major public administration principles are important for consideration. These are the planning, organizing, leadership and management execution, and accountability. The above mentioned management principles are to a large extent affecting the human development process as well as the career related upward mobility in an organisation. Human resource development and organisational development are discussed with the intention of looking on the developmental as well as educational and training needs of women in management

A wide spectrum of views articulated in this chapter will enhance the understanding of how public administration, public policy, and development correlate in the overall women's development debate affecting organisational goals.

3.2 Public Administration and Public Policy

Cloete (1975:3) defines public administration and development as being related. He mentions that administration is a prerequisite for development, which is a function of government, and that government is committed to the development of its people. Because development is accepted as the hallmark of administration, it is necessary to revise and to improve the existing administrative system as a whole.

For the purposes of this study, Public Administration and Public Management will be considered as different in that Public Management will be viewed as part of Public Administration that is concerned with efficiency, accountability, goal achievement, and other managerial tasks. Public Administration covers a much broader scope than just Public Management; it enables managers in the public administration to do their managerial functions. Management is therefore seen as the function of public administration (Du Toit & Van der Waldt, 1997).

Administration regards the demand for innovation, creativity, and responsiveness to changing needs among administrators. Administration itself is expected to be like churches, *semper reformanda*, engaged in continual self-renewal Spann (1979). It is expressed to become proactive instead of reactive. This definition of administration is understood within the context of the ability of organisations to ensure that in their management echelon as cadres of administration, they must have balance in gender representativity and development of all. It deems essential for consideration of equity aspects in the betterment of the organisation and its human resource. (Spann, 1979: 17-22)

The South African Government commits itself towards supporting human resource development, thus the setting up of programmes such as Accelerated

and Shared Growth Initiatives as mentioned in Chapter One of this study. Garson and Williams (1982) define public policy as a compilation of decisions that government makes and the programmes it sponsors to achieve its purposes. It is what government does or the results of what government decides. Most often, what is called public policy, whether it is government regulating trade, controlling inflation, or building public housing consists of a purposive or goal-directed course of action by government officials (Garson & Williams, 1982: 403).

Public policy is generally characterized by the combination of decisions and commitment shown towards achieving a particular outcome, which is of public interest. Public policies can be clearly distinguished from a public programme in that the public programme constitutes a set of concrete actions and steps of implementation for the achievement of the public policy (Shafritz, 2000:43). In this study, therefore the decisions and commitment taken by the Department of Agriculture for the development of women will be looked at. The programmes that are in place for the development of women will be examined.

3.3 Definition of Management

Fox and Meyer (1995) define management as that part of public administration in which a person who, within the general, political, social, economic, technological and cultural environments, and specific environment of supplier, competitors, regulators and consumers, is charged with certain functions such as policy making, planning, organizing, leading, control and evaluation; makes use of certain skills, such as decision making, communication, change management, managing conflict and negotiating skills, is able to perform certain applications, such as policy analysis, strategic management and organisational development; and is able to utilize certain managerial aids such as computer technology, information management and other techniques, including management

behaviour. This is what every manager does to carry out responsibilities (Fox & Meyer 1995:104).

3.3.1 Management

Management can be understood as the practice of directing, organizing, and developing people, technology, and financial resources in task-orientated systems that provide services and products to others. Although managers are the ones who practice management, with job titles ranging from supervisor to president they have to incorporate their subordinates in all the decisions they make as well as in the utilization of resources at their disposal (Cook & Hunsaker 2001: 5).

Management is action-oriented; it involves tasks that must be performed (Procaccini, 1986:1). Management is about coping with complexities in the workplace while it develops the capacity to achieve the overall strategic plan by creating an organisational structure and jobs that are occupied by the right qualified people for the respective jobs. The role of managers can be defined as setting up systems and developing human resource in order to operationalize and implement the organisational plans.

Management is a set of activities designed to achieve an organisational objective by using its resources effectively and efficiently in a changing environment. Resources are used to accomplish the manager's intended purpose. Managers on the other hand are defined as individuals who make decisions about the use of the organisation's resources. Managers are concerned with planning, organizing, leading, and controlling the organisation's activities so as to reach its objectives (Gatewood et al., 1995:4).

Managers are the “lifeblood” of any business organisation. They anchor certain parts of an operation; they hold business together at points when continuity is required to provide stability and orderly growth within the company. It is therefore essential for managers to be encouraged, directed, rewarded, and understood in their course of performing their duties (Lumsden, 1982:20).

3.3.2 Women’s Approaches to Women’s Development

Women’s development in an organisation is an integral part of the human resource training and development. Development refers to the process of improving the quality of human lives. Three equally important aspects of development comprise raising people living levels, i.e., their incomes and consumption levels of food, medical services, and education through relevant economic growth processes; creating conditions conducive to the growth of people’s self esteem/self efficacy through the establishment of social political and economic systems and institutions that promote human dignity and respect; and increasing people’s freedom to chose by enlarging the range of choice variables, e.g., increasing varieties of consumer goods and services (Fox & Meyer 1995:36).

Development management is defined as the upgrading or improvement of techniques, processes, and systems that are organized to increase the capacities of a group community, or society, especially those of developing nations. Three main themes ought to be included in the professional ethos of the development managers: public trust, service to society, and protection for the disadvantaged. Commitment to the public interest is a function of the institutional role of government managers and of the ethos of public service that this role entails (Fox & Meyer 1995:36-37).

Development, as a concept in developing countries has played an important role in the shaping the lives and the economy of the particular country. Over the years, women have been seen as the major contributors in most economic activities. The development of women therefore needs to be closely observed as the non-development could hugely affect other people's lives as well as the economy at large.

Women have been previously marginalized in terms of being given managerial positions. Statistically, women in South Africa constitute approximately 53 percent of the population of the country. Out of this percent, only 17 percent of women comprise the women in management, executive and junior management positions increase in 1985 to 20 percent in 1992. The numbers for Black women were the greatest between 1985 and 1992, from 16, 5 to 26 percent (Billson & Fluehr- Lobban, 2005: 247).

From 1969 to 1989, there was an increase in women's involvement in higher level occupations with an academic qualification as a requirement. However, in years to follow this prerequisite enabled women to climb up the corporate ladder and to lead women's organisation as well as to occupy executive positions in their places of employment. In the public service administration of the Republic of South Africa, the first Deputy President was appointed in 2005.

In the business sector, organisations, such as WHIPHOLD, to mention but one, came into existence in 1995 with the focus on women's economic empowerment. The first female Deputy Governor of the reserve bank was appointed and first Black woman was appointed in the executive management of a gold, platinum and diamond mining company, Billson and Fluehr- Lobban (2005: 248).

Globally, traditionally women for many years occupied positions at a lower rank, which paid less than positions held by men. These positions were support functions. This was perpetuated by the stereotypes among gender lines in the workplace therefore preventing women to occupy managerial positions they would like to occupy. Women were motivated to seek other employment with the aim of being considered for promotion and advancements within the organisation. There was a huge need for women to be entrusted with decision-making positions and to be given opportunity in the managerial echelon Rizzo and Mendez (1990). However, some organisations failed to promote managerial positions occupied by women whereas the loyal employees regarded promotions to be enhancement to the organisation's retention policy (Rizzo & Mendez, 1990:67).

The development of the status of women in an organisation, whether it in the public sector, private sector, and non-governmental organisations, has to do with the number of factors that have to be considered. Among others, these factors involve the organisational structure, policies that are in place, and human resource development strategies and plans, as well as the operational plans developed to address the set goals of the organisation. The major question therefore is how these organisational strategies and plans affect the developmental process of women Rizzo & Mendez, 1990: 93 and 104). The Department of Agriculture has its strategic plans in place, but the implementation of these for developmental purposes will be analysed in Chapter Five

According to Harris and DeSimone (1994), debates on women's development have been going on for several years in local, national and international arenas. There are contributing factors to this phenomenon including looking at women's development vis-à-vis the organisational culture to understand how women's

representation affected the labour market. From the findings of their study, they articulate the trends that lead to the concept of "Glass Ceiling." This concept emanates from the fact that the rise of management positions, particularly upper level executive and policy-making position has been slow. It appeared that there is an invisible but impenetrable boundary preventing women from advancing to senior management levels. This is defined as subtle attitudes and prejudices that block women and minorities from upward mobility, particularly into management jobs, hence the "Glass Ceiling" concept.

In an article by Mary Mellor (2000) in Lee et al, the relationship of Women and Development from both developed and developing countries stands in a very different relation to the developmental process. Equally, there are differences between women in both contexts. The developmental process is generally male-dominated; therefore, women in both developing and developed countries share a common experience of marginalization within the developmental process. These experiences enable women to unite against anything that hinders their developmental growth thus being likely to be more sympathetic to critiques of the developmental process (Lee, et al. 2000:104).

Looking at developing countries, women in rural communities were largely involved in agriculture and land issues that made them contributors to the global economy. In the case of developed countries, women were mainly involved in domestic work within their homes while men were the breadwinners (Lee et al. 2000:105-106).

Women and Development in the public service dates back to the march by the women of South Africa to the Union Buildings fifty years ago Womanhood (2006). Although the purpose of this march was to demand the withdrawal of the pass law to African women, it now has huge implications on how women are

developed within the public service. The Constitution of the Republic South Africa, 1996, encouraged equal opportunities for all employees in the Public Service. The White Paper on Reconstruction and Development 1994, stipulates that purpose.

“... speed up the creation of a representative and equitable Public service and to build an environment that supports and enables those who have been historically disadvantaged by unfair discrimination to fulfill their maximum potential within it so that the Public Service may derive the maximum benefit of their skills and talents to improve service delivery” (Womanhood, 2006).

The White Paper on Transformation of the Public Service of 1995 requires that within five years that approximately fifty percent of all management levels in the public service should be occupied by Black persons; and about thirty percent of the middle and senior management should be women, and about two percent people with disabilities Womanhood (2006). These pieces of legislation ensured that equality is exercised within the public service. This study will examine how the implementation of this legislation in the Department of Agriculture has been.

Women and Agriculture

In a study conducted in Ghana on women in Agriculture, the aim was to promote women’s equality with men in relation to the access of productive resources. Alongside this aim, women were acknowledged for their contribution in the country’s economy by recognizing the active labour that they are involved in on daily basis, which included housework over and above their agricultural related activities. The views of the women who were not involved in Agriculture were recorded when they were asked about the importance of their involvement in Agriculture. The responses were that those women who are involved in

Agriculture were to be taken serious since Agriculture is one of the important occupations. The women involved in agricultural activities needed to be given other occupation. These varied responses showed that women outside the Agricultural sector do observe the economic positive yield that the sector plays in the economy together with the efforts that were made by those women involved in Agriculture (Akua Duncan, 1997: 25-33).

The role of women in agriculture in economic development can be explained by an example from the study done by the International Centre for Research on Women, in which women contributed more than men contributed in agricultural activities and therefore were the main contributors towards their different country's economy despite varied hardships they were faced with (Buvinic & Mehra, 1990:6-8).

Women make up the majority of subsistence farmers. In most rural cultures, their work provides a family with its basic diet and with any supplementary food obtained from barter or from selling surplus goods. Underestimating the amount of agricultural work done by women is very common, for statistics most often measure wage labour, not unpaid kitchen-garden work. Moreover, in some cultures men do not wish to admit that their wives, mothers, and daughters work in agricultural. For these reasons, the vital contribution that women make to food production is consistently under-represented (Taylor et al.,1991: 67).

In the Agricultural sector, over the years, women have been affected by the non-recognition of their contribution as well as their marginalization. Women perform approximately 80 percent of storing, 90 percent of food processing, 60 percent of marketing and 50 percent of livestock care (Taylor 1991). Other women play an important role in setting up policies and managing the process

for the implementation of the policies around agricultural issues. (Taylor, 1991:68-70).

Having looked in brief at the women's contribution in agriculture as it happens at the grass roots level and at the leadership and management roles of women in organisation, it is therefore crucial to examine through this study the development of the women who are policy formulators around agricultural issues for the National Department of Agriculture in South Africa. The aim of this study is to examine the extent to which women ascended in the Department of Agriculture as both managers and leaders.

3.4 Planning

Planning is the primary management function that facilitates the attainment of the organisation's mission and long term goals; therefore, it has a specific value to the organisation. It plays an important role in the motivation and raising the morality levels amongst employees in an organisation. The management of performance and monitoring of ethical behaviour contribute largely to the planning process of an organisation and vice versa. Planning entails the employment equity plans of the organisation thus tapping on crucial transformation issues that might hinder delivery of excellent service in an organisation (Smit & Cronje, 2004: 88-89).

Garson and Williams (1982) view planning as a tool understood to be a function of administration. It can be viewed according to its purpose and functions or as a generic process. As a generic process, it is adapted for public organisations that might be called administrative planning. When planning is conceptualized as a process, strategic to the accomplishment of projected activities or goals, it is synonymous with rational activity. Planning becomes the logical steps that any

individual or collectivity would take to obtain the desired objectives or results. In view of the two definitions on planning, this study embraced the definition by Smit and Cronje (2004) cited above as planning can be summarized as the process of determining how the organisation can attain its set goals. Furthermore, for this study, planning forms an integral part in the development of women's status within the Department of Agriculture for they engaged in the implementation of both strategic and operational plans of the department.

3.4.1 Transformation

The process of transformation within the Department of Agriculture dates back to 2002 where a transformational strategy was formulated. This served as the basis for the Department to apply the principle in its administrative strategic mandate. The strategy was developed to cover the five-year period with it being constantly adapted to be part of the changes in our democratic society Annual Report (2002). However, the adaptation has not been accomplished, but some of the prescripts of the strategy still apply. The analysis of the trends in applying the strategy on transformation issues will be discussed in Chapter Four.

Organisational performance mainly constitutes various factors that affect the application of ethics in the workplace. This means that if the general organisational performance is not satisfactory, then there is a relation of this with the ethical conduct of employees or staff, being demotivated or under-remunerated. This assumption leads us to the understanding of ethical approach to managing or measuring performance and considerations in defining organisational performance

Winstanely and Smith (1996) mention that in ensuring that the organisational performance is enhanced by the high level of moral behaviour, it is imperative to

have four ethical principles in the workplace built in the performance management system. These principles are referred to as respect of the individual, mutual respect, procedural fairness and transparency and decision making. They can be applied through the developmental process of an individual in the workplace (Winstanely & Smith, 1996:47).

Relating to the views mentioned above, the organisational performance is embedded in the planning process of the public service as guided by the government wide planning process. This indicates clearly that planning gives direction to the organisational strategies that in turn influence the performance in the organisation. It is in the planning process in which the development of women and the policies relating to that should be clearly outlined to build commitment in the translation of the organisations strategies as well as the government-wide acts on transformation and human development.

Therefore, how the Department of Agriculture performs will be closely related to the development strategies of women and implementation of these strategies thereof.

3.5 Leadership

Leadership can be defined in many ways; however, it simply means creating organisational strategies and achieving an organisational vision by continuously motivating human resources towards the right direction. Smit and Cronje (2004:283) differentiate between leadership and management by explaining that management is about coping with complexity of practices and procedures to make an organisation, while leadership is about setting direction of the organisation and coping with change. Leading is the act of influencing activities to achieve the set organisational goals. Leading is based on knowledge of the principles of human behaviour (Gatewood et al., 1995:4).

For it to be fully understood, leadership has to do with the type of a leader that has to do with it. Leaders are categorized as organisational, political executives, legislators, community leaders, and opinion leaders. The organisational leader has a large number of defined followers and concrete services or products to produce. The followers of a political executive tend to be electorate rather than employees, and they tend to produce public policy and ensure implementation compliance. Legislators are also leaders, but their followers are mostly defined by the legislation. Community leaders, depending on their exact role, often have characteristics that link with those of political leaders and organisational leaders. These types of leaders often try to influence policy, as well as being part of the service delivery system, too, if only as volunteers. Opinion leaders are different; they lead others who are not accountable to them while they affect policies or social trends that they are not responsible and accountable for (Van Wart, 2005: xv).

According to Korac-Kakabadse (1998), leadership becomes effective when the right caliber of leaders is best suited for a particular role or possesses certain leadership skills. Leaders can therefore be defined as the 'captain of the ship' to denote their stewardship role in operating the organisation entrusted to their care. Their primary tasks are to balance competing requirements and align organisational goals with a diversity of human needs and behaviour, exhibited internally and externally to the organisation (Korac-Kakabadse & Korac-Kakabadse, 1998:11-12).

Kuye et al. (2003) indicated that ethical leadership in the public sector can be promoted by setting up offices such as the Public Protector as outlined in sections 181-183 and 193-194 of Chapter Nine of the Constitution of the Republic of South Africa, 1996. *The Act 108 of 1994* embodied in the Constitution by spells

out maladministration, abuse of power, improper conduct, undue delay, and an act resulting from improper prejudice to a person, may be investigated. The Public Service Commission has on the other hand its role to oversee and monitor the public service in general. (Kuye et al. 2002:201)

An article by Sashkin (1998), as appearing in “Leadership that matters: A new vision to leadership,” describes leadership as an integrated approach that can be fully understood when taking into consideration three aspects of leadership, namely: personality, behaviour, and situational context. In supporting the above stated argument it is important to start by looking at the personal nature of a leader in the sense of basic element of human nature before looking at its leadership aspects. This is categorized under the personality characteristics that are part of the three aspects of leadership. Personality characteristics in leadership have in themselves five personality factors, which can be further grouped in leadership character elements.

Leadership and management are two distinctive and complementary functions; each has its own function and characteristics activities. Leadership complements management but does not replace it. The challenge therefore is to combine strong leadership and strong management and use each to balance the other. It is therefore imperative to ensure that an organisation or a company understands this matter to ensure that the top management can provide both to its personnel (HBR, 1998:37-41).

Women and Leadership

Women and leadership date back forty years ago as manifested by Betty Friedan as cited by Kellerman and Rhode, (2004). It is mentioned that post Friedan’s

manifesto, global observations showed a significant number of women who occupied leadership and managerial positions whether based in public, private, and non-governmental organisations. This trend, however, was noted to have been progressing slowly as most of the leadership and managerial positions are still occupied by males (Kellerman & Rhode, 2004: 56).

In looking at the development of women in the Department of Agriculture as the focus of this study, lessons learnt from the study cited in the following sentences can be used as guidance in looking at the leadership as the major concept in the developmental process. In the United States, Atlanta, a group of stay at home mothers with MBA degrees showed that the majority of women chose to be homemakers because of various facts. Namely, their husbands or partners can support them not because they are not ambitious about occupying leadership positions but because they chose those roles. It is reported that a fraction of women not yet in leadership and managerial positions said that they did not want those jobs as they would rather have a life less consumed by leadership (Kellerman & Rhode, 2004:67).

Kellerman and Rhode further argue that when women lack the position that carries power, it is not because they cannot get the position, but often they do not want it because of family commitments, such as raising the children and being there for them. In the pursuit to women being advanced in a way that they are represented in the management echelon as well as in strategic leadership positions, there is a need to look as well as implementing public policies concerning equal opportunities and affirmative action. Changes in the organisational policies pertaining to equality, diversity, and leave are crucial. Most of all a paradigm shift in women's groups where the dis-empowerment sometimes is caused by a woman in power to other women in the group or an

organisation. These changes impede the development of women in an organisation if they are not addressed (Kellerman & Rhode, 2004:74).

3.6 Execution

Execution is one of the management functions that have been at the core for improvement in organisational performance. In basic terms, execution is what managers do all the time. Execution, along with a clearly defined strategy of an organisation, is the prime determinant of organisational success. Managers therefore are the drivers of execution as they ensure that subordinates understand the strategy through the day to day duties that are assigned to them. In making execution a visible function, managers need to stay motivated and focused in the translation of the strategy of their organisations (Nieman 2004). Therefore, for any execution of policies in the organisation, the development of such policies and their effects on the development of human resources in the execution process are important (Nieman, 2004: 104).

3.7 Conclusion

The intention of this chapter was to provide a conceptual framework of the study by covering important points such as public administration, management leadership, and development. In discussing public administration, the chapter discussed management as the development of human resources involves occupying management positions within an organisation. The concept of leadership was discussed to highlight the importance of rendering accelerated services when developed appropriately. It was therefore assumed that in being a leader, the productivity levels in rendering services accelerate. Development was the fundament concept of this study; hence, in this chapter, it was discussed and

reference was made to the development of women. Finally, the chapter discussed planning and execution as these concepts form part of management functions. In general, concepts discussed in this chapter were assumed to be of importance in the developmental process of women in the Department of Agriculture. Chapter Four that follows discusses the national Department of Agriculture as the case for this study. This is achieved by profiling the department and outlining its mandate, legislative mandate, vision, mission, organisational structure, and values. The departmental programmes and the staff compliment statistics during the period of the study are found in Annexure A.

CHAPTER 4: CASE STUDY

4.1 Introduction

The priority of economic development in this era of globalization has created pressures for countries particularly those classified under the developing world to create conditions that promote social and economic development. Since the advent of democracy in South Africa, the government is striving to establish structures to free the potential of its citizens and promote conditions of social and economic development for the progress of all. It is for this purpose that the Department of Agriculture (DoA) was established with other governmental departments to support government's efforts to promote economic development in the country and correct the imbalances of the past political regime of Apartheid. Nevertheless, the Department of Agriculture existed even before the inception of democracy in South Africa.

Democracy brought changes to the department to a point that most of government departments, the DoA specifically, have been reformed. In this reform process, issues pertaining to gender and race were toughly considered. Consequently, the vision of the Department is that of a united and prosperous agricultural sector. Its core mandate derives from Section 27 (1)(b) of the Constitution (*The Constitution Act, 108 of 1996*). It is the mission of the National Department of Agriculture to ensure equitable access to all agricultural resources, and to promote and support the contribution of agriculture to the development of rural communities and the national economy, in order to improve income, food security, employment and quality of life on a sustainable basis (DoA, Annual Report 1995/96, 1997:1).

This chapter, which intends to study women's development within the National Department of Agriculture (DoA), provides the profile as well the organisational structure of the department so that one can situate women's implications and involvement in the attainment of the objectives of this department. The study of women's development falls under the concept of human resource development, which has become very significant in this era of globalization for it helps countries to create an environment that paves a way for human potential to unfold for everyone. This is very important in the context of South Africa where human rights and particularly women's rights were not observed in the previous governing regime. The Agricultural sector has been previously regarded as the male-dominated sector. However, that perception has changed over the years as it has been evident that most of the farming activities and the successful farming cooperatives are led by women. Furthermore, the Department of Agriculture has been under the leadership of women at the Ministerial level, as well at the operational level because the director general who served for two terms was a woman. After the Cabinet reshuffle in 2006, the appointed and currently serving Minister of Agriculture is a woman.

For the purpose of the study, this chapter is subdivided into two major sections with the introduction and the conclusion as part of it. After the introduction, which gives a general overview, section 1 provides the profile of the DoA by highlighting the vision, the mission, the legislative mandate, and the objectives as well as the values of the Department. Section 2 examines the organisational structure of the Department in order to find a way of enumerating the activities undertaken by the department as well as women's representation.

4.2. Profile of the Department of Agriculture

4.2.1 Vision

The vision of the Department of Agriculture is that of a united and prosperous agricultural sector (Department of Agriculture, Annual Report 2005/06:11). Moreover, it is in this line that the departmental values are underpinned by the ethos of “Vuk’uzenzele.” This concept builds on the meaning of the word through its direct interpretation of “self-reliance” in capturing the spirit of South Africans at home and in foreign countries, expressed by President Mbeki in his state of the Nation Address in 2002, as people who want to “lend a hand in the national effort to build better life.”

4.2.2 Mission Statement

The DoA aims to lead and support sustainable agriculture and promote rural development through

- ensuring access to sufficient, safe and nutritious food,
- eliminating skewed participation and inequality in the sector,
- maximizing growth, employment, and income in agriculture,
- enhancing the sustainable management of natural agricultural resources and ecological systems,
- authorising effective and efficient governance, and
- securing knowledge and information management.

4.2.3 Legislative Mandate

The department derives its core mandate from Section 27(1)(b) of the Constitution. It is currently responsible for about 30 pieces of legislation. Underpinning the scope of the mandate of the Department of Agriculture is the understanding of agriculture as being inclusive of all economic activities, from the provision of farming inputs and farming to adding value to all agricultural activities. In view of the reality that the agricultural sector is continuously subjected to changes in the production and marketing environment, the policy and legislative environment that governs the sector has to be adjusted continuously through amendments and the replacement of some pieces of legislation (DoA, Annual Report 2005/06, 2006a:14).

4.2.4 Objectives

To fulfill its mandate and meet its commitment to the National Strategy for Agricultural Development, the department has set medium-term strategic objectives to

- guide and support equitable access to resources for agricultural development,
- enhance the economic performance of the sector,
- ensure sustainable natural resource management and use,
- promote and support the participation of black people, women, youth and the disabled in agriculture,
- ensure consumer confidence in agricultural products and services, and
- achieve departmental excellence (DoA, Annual Report 2005/06, 2006a:18).

4.2.5 Values

The six departmental values that support the ethos of “Vuk’uzenzele” cited above are therefore listed below.

Bambanani: We believe that the sum of our collective efforts will and should be greater than the total of our individual efforts.

Drive: We are purposeful and energized in all that we do.

Excellence: We are committed to exceeding our customers’ expectations for quality, responsiveness, and professional excellence.

Innovation: We motivate and reward creativity, innovation, and new knowledge-generation that supports outstanding performance.

Integrity: We maintain the highest standards of ethical behaviour, honesty, and professional integrity.

Maak’n plan: We will always find a way to make it happen.

To attain its objectives and assist every public servant attached to the DoA and to abide by the Department’s values, there is a great need to use effectively all human resources available within the Department regardless of their gender. For Section 7 (1) of the Constitution of 1996 stipulates that the Bill of Rights is a cornerstone of democracy in South Africa. The Bill of Rights enshrines the rights of all in our country and affirms the democratic values of human dignity, equality, and freedom. This implies that humans are holistic beings. They need

improved material conditions in order that they have a better quality of life. Individuals have psychological, emotional, spiritual, and intellectual expression, all of which require nurture and development for them to realize their full potential and act as responsible and creative citizens. Citizens include everyone that inhabits the country without any distinction. It is in line with this statement that we have it essential to look at the developments made by the DoA in enhancing women's participation in the attainment of the objectives of the department. The United Nations argues that by not equipping women to reap the benefits of economic opportunities, poorly developed women's human capital will hurt the economy and gender inequalities in the economic arena will be retained. It stands to reason that in this way we sacrifice economic development (DoA Annual Report, 2006a: 6).

The next section will therefore look at the organisational structure of the DoA in order to find out the status of women in the department, particularly within the National Department of Agriculture.

4.3. Organisational Structure of the Department of Agriculture

Organisation can be defined as a bounded sub-set within a society of interdependent relations among individuals, who interact with each other directly and in mediated ways (Pattanayak, 2000:253). Hence, organisations can be seen as miniature societies since they constitute identifiable social entities that are formed when a group of independent individuals combine and interact, in an ordered fashion, for the purpose of achieving certain predetermined goals.

Lois E. Tetrick describes organisational structure as the formal distribution of work roles and functions within an organisation coordinating the various functions or subsystems within the organisation to attain the organisation's goals

efficiently. As such, structure represents a coordinated set of subsystems to facilitate the accomplishment of the organisation's goals and mission and to define the division of labour, the authority relationships, formal lines of communication, the roles of each organisational subsystem, and the interrelationships among these subsystems. Therefore, organisational structure can be viewed as a system of formal mechanisms to enhance the understandability of events, predictability of events, and control over events within the organisation (<http://www.ilo.org/encyclopaedia/?doc&nd=857100023&nh=0>).

Thus, organisational structure refers to the way an organisation arranges people and jobs so that its work can be performed and its goals can be met. The structure of every organisation is unique in some respects, but all organisational structures develop or they are consciously designed to enable the organisation to accomplish its work. Typically, the structure of an organisation evolves as the organisation grows and changes over time. Nevertheless, in any organisation, different people and functions do not operate completely independently.

To a greater or lesser degree, all parts of the organisation need each other. Important developments in organisational design in the last few decades of the twentieth century and the early part of the twenty-first century have been attempted to understand the nature of interdependence and improve the functioning of organisations (<http://www.referenceforbusiness.com/management/Ob-Or/Organizational-Structure.html>). One can understand the importance of looking at the organisational structure of the Department of Agriculture in this chapter to gain insight into how the department has strived to align its human resources with the attainment of objectives.

However, the strategic role of the department is to facilitate the transformation of the agricultural development, food security, growth of the sector, and the sustainable use of natural resources. To achieve this, the department provides support for the growth and transformation of the agricultural sector, poverty-eradication, rural development, and for establishing farmer support programmes. These include access to technology, markets, finance, information, and training. The Department seeks to mitigate risks by formulating strategies for disaster management, quality insurance, food safety, and plant and animal health (Department of Agriculture, Annual Report 2005/06, 2006a:18). Nevertheless, the activities of the DoA are characterized by nine programmes that the department established for the attainment of its mission and objectives. The activities or programmes are briefly examined below.

4.3.1 Programmes of the Department of Agriculture

This section intends therefore to outline the major programmes conducted within the department. For instance, the activities of the Department of Agriculture are organized into nine programmes (Department of Agriculture, Annual Report 2005/06, 2006a:18-19). These are listed in Annexure A of this study.

After outlining the different programmes that the department is comprised of, it becomes crucial to look at the gender representation therein, looking at how the department attains strategic its objectives and goals with the distribution of human resources it has. For the emphasis of this study, focus will be on how the department has involved or employed women of all races (Black, White, Coloured, and Indian) at all levels throughout the department, especially within its management levels. A graphical representation in Annexure B displays such information thus categorising the numbers per gender and race.

4.3.2 Staff compliment and the representation of women at the DoA

As stated in the introductory chapter, the representation of women at the department of Agriculture for the purposes of this study was looked at from 1995 to 2005. This was an analysis vis-a-vis the staff class representation of the employees of the department. The tables to follow are a representation of these classes and women's representation as they were presented in annual reports of the Department of Agriculture. The tables include data from the human resources directorate for the period of this study and are the reflection of the numbers within different employment classes of the department.

4.4 Conclusion

This chapter on the case study about the National Department of Agriculture has relevance in the study of women's development at the DoA for it helps one to understand the status of the department and the efforts it has consented to enhance gender equality and development in order to align itself with the core objectives of the government. For it to attain its objective of analyzing women's development at the DoA, the chapter was subdivided into two main sections apart from the introduction and the conclusion.

In section 1, the profile of the DoA was outlined through to its vision, mission, legislative mandate, objectives, and values. This outline paved a way for section 2 to examine the organisational structure of the department. Here emphasis was placed on the various programmes of the department, as well as women's representation within the department. Consideration the importance of the DoA in the country's economy as the developments made within the department demonstrates that this should not be a male-dominated sector. The tables

outlined in the previous section have given us an idea of the developments made in terms of enhancing women's participation within the department. Though we have a woman at the highest level (minister of the department), more still need to be done. More women must be trained and promoted to management levels. In longturn, the department cannot afford to waste its human resources by discriminating against women. The next chapter portrays the report of the interviews to find out the views of women about their development, thus enhancing their role in the department.

CHAPTER 5: ANALYSIS OF DATA

5.1 Introduction

The previous chapter provided an overview of what has been done within the Department of Agriculture in improving women's contributions in the attainment of the department objectives. This chapter is of great importance for it expands on what has been reported, and therefore attempts to outline the viewpoints of women in DoA in line with their enjoyment of equity within the department. To gather and consolidate the opinions of women at the DoA, an interview was conducted, facilitated by distribution of questions.

The World Bank (2003: 7) states that many societies have institutions and practices that limit women's access to productive assets and resources such as land, financial services, and employment in the formal sector. This chapter confirms this statement in the context of the Department of Agriculture by analyzing the perceptions of women within this department in the development made with the intention of enhancing their contribution at the Department of Agriculture.

The questions for the interview were developed after a review of the literature and field study. Forty questionnaires were submitted electronically to four directorates of the Department of Agriculture. The submission of the questionnaires took place on the 12 July 2007. Some questionnaires were sent back starting from the 17 July 2007 and the last questionnaires were received on 13 August 2007. To proceed to the analysis of data collected, this chapter is subdivided into two sections. The first section focuses at the analysis of data gathered through the interview questionnaires. Section Two will attempt to enumerate the major challenges that hinder women to attain their full potential within the Department of Agriculture.

After analyzing data and enumerating challenges, the chapter will then draw to its conclusion.

5.2 Analysis of Data

Out of 40 questions submitted to four directorates: Animal and Aquaculture Production (AAP), Agricultural Information Service (AIS), Education, Training and Extension Services (ETES), and Research and Technology Development (RTD), only 21 questionnaires were completed. This represents 52,5percent of responses out of 100percent (40 questions) of questions submitted. The questionnaire can be found on annexure. However, this questionnaire has considered the following: division or directorate, race, job level, education and period of services within the department. We therefore believe that the report can approximately display the perceptions of women within the DoA.

Table 5.1: Question 1: As an employee within DoA, what are your responsibilities?

Before proceeding with any other question, it was deemed essential to know first the main activities of women approached in the four programmes or divisions. The following are broad highlights of their responsibilities according to their divisions.

Agricultural Information Services

- Write articles for Agri-news, do layout, take photos;
- Layout of books, leaflets, flyers, Info-packs, etc;
- Layout and graphic design of all printed material;
- Manage the sub-directorate: Communication Support Services which includes Editorial and Publishing services, web publishing, information centre and printing works; and

- Writing, editing and layout of articles and newsletters as well as taking photos.

Education, Training and Extension Services

- To change the negative perception prevailing among the youth about agriculture and to make it the first career's choice. To market scarce agricultural skills to the youth;
- Procurement of goods and services, financial and human resource management of the Directorate: Education, Training and Extension Services (ETES); and
- Manage de administration of international study programmes, manage outputs within the defined parameters, market international study programmes, and mobilize resources for the department's training needs.

Animal and Aquaculture Production

- Manage the administrative functions of the directorate;
- Coordinate national sector working group;
- Compile correspondence for senior manager;
- Render support services with respect to financial, provisioning and personnel administration;
- Facilitate directorate programmes related to the field;
- Provide advisory support to stakeholders;
- Monitor the directorate's budget;
- Organizing directorate events; and
- Facilitate training programme, promotional material, and sending information to clients when required.

Research and Technology Development

- Coordinate the activities of the Local Organizing Committee (LOC);
- Establish and maintain a national information and knowledge management system for agricultural research and technology;
- Compile documentation and ensure timely dissemination to relevant stakeholders and participants of the FARA General Assembly;
- Provide logistical support for effective running of the LOC;
- Formulate action plans for implementation by LOC;
- Ensure effective management of information generated from the LOC engagements;
- Manage the agricultural research systems;
- Co-ordinating the R&D projects commissioned to the Agricultural Research Council;
- Research analyst responsible for governance aspects of research and development;
- Assist with development of performance monitoring frameworks for governance of the ARC;
- Develop implementation plans for strategies as well as business plans for key priority areas in agriculture such as human capital development;
- Coordinate activities and joint plans of action for science and technology of the joint committee with the Department of Science and technology (DST);
- Participate broadly in current discussions on science and technology and attend relevant workshops, seminars, steering committee meetings; and
- Provide analysis of science and technology studies.

Taking into consideration these different tasks achieved by women within the Department of Agriculture, one can say that women are playing a meaningful role, and they do more for the attainment of the departmental goals and the

overall government's objectives. This paves a way to proceed with the questions that will display women's perception of the development made towards enhancing their role or status within the DoA.

Table 5.2: Question 2: Your team is made out of females and males.

Value	Frequency	Per cent	Cum Per cent
1.00	4	19.05	19.05
2.00	3	14.29	33.34
3.00	6	28.56	61.90
4.00	8	38.10	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

The majority of respondents (66,66 percent) agreed with the assertion that the teams were comprised of females and males. Only 33,34percent disagreed with that assertion. Therefore, we concluded that the department was striving to accommodate males and females in the attainment of objectives during this period.

Table 5.3: Question3: In the performance of your duties you do receive support from your team?

Value	Frequency	Per cent	Cum Per cent
1.00	2	9.52	9.52
2.00	3	14.29	23.81
3.00	9	42.86	66.67
4.00	7	33.33	100.0
Total	21	100.0	

Source: Interview questions completed at the DoA, August 2007.

While 76.19percent of respondents affirmed that they received support from their team, only 23.81percent disagreed. Thus, we can say that the culture of teamwork is well-established within the DoA. This conclusion needs to be encouraged for it has an influence of raising the performance of individuals in their work.

Table 5.4: Question 4: Your team’s support comes mainly from your males’ colleagues?

Value	Frequency	Per cent	Cum Per cent
1.00	10	47.62	47.62
2.00	6	28.57	76.19
3.00	4	19.05	95.24
4.00	1	4.76	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

Though team spirit is well established within the department, the majority of respondents (76.19 percent) disagree with the view that the support comes mainly from their males’ colleagues. Only 23.81percent have agreed with this view. However, they have mentioned that they receive this support not because they are women but because of the fact that they belong to a team. It is in this instance that the department needs to redirect its efforts towards enhancing relationships between its workforce particularly between men and women that constitute the make-up of the department.

Table 5.5: Question 5: Your team's support comes mainly from your females' colleagues?

Value	Frequency	Per cent	Cum Per cent
1.00	2	9.52	9.52
2.00	4	19.05	28.57
3.00	6	28.57	57.14
4.00	9	42.86	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

71.43percent of respondents agree that their team's support comes mainly from their females colleagues demonstrate the solidarity women have developed in order to stand together as one in their battle for emancipation or development within the department. Only 28.57 have disagreed with the assertion.

Table 5.6: Question 6: Your gender (female) impacts on how people view your performance in tasks assigned to you?

Value	Frequency	Per cent	Cum Per cent
1.00	8	38.10	38.10
2.00	3	14.29	52.39
3.00	8	38.10	90.49
4.00	2	9.51	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

When asked if gender (female) impacts on how people view one performance in attaining the tasks assigned, the percentage of those who agree and those who do not is almost equal though 52.39 percent believe that is not applicable to their

situation. These figures show that DoA employees understood that a person should not be judged or measured from a perception of gender but based on performance.

Table 5.7: Question 7: What is the gender make-up of your directorate?

This question is similar to question two. Respondents seem to be true to the view they have displayed in question 2 for the majority of them have said that the make-up of the approached programmes is balanced between men and women though women tend to outnumber men.

Table 5.8: Question 8: From your experience, you can assert that women are empowered within DoA.

Value	Frequency	Per cent	Cum Per cent
1.00	2	9.51	9.51
2.00	6	28.57	38.08
3.00	10	47.62	85.70
4.00	3	14.30	100.0
Total	21	100.0	

Source: Interview questions completed at the DoA, August 2007.

The majority of the respondents (61.92 percent) agree that women are empowered within the DoA especially when considering the change brought in by female ministers in recent years. Out of 61.92 percent of views, only 14.30 percent strongly agreed with the assertion while 47.62 percent just agreed to it. 38.08percent of respondents do not agree with this assertion. This is believed to be the result of the many challenges women are facing within the department though there are policies in place to change their status.

Table 5.9: Question 9: Women do access skills development programmes within the DoA.

Value	Frequency	Per cent	Cum Per cent
1.00	3	14.29	14.29
2.00	4	19.05	33.34
3.00	7	33.33	66.67
4.00	7	33.33	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

66.66percent of women agree that women do access skills development programmes within the DoA. Only 33.34percent of respondents have disagreed with the assertion. If the majority says that they do access skills development that means that they are trained to do the tasks coming with the positions they are trained for. Education and training play a meaningful role in raising the performance of employees. In this context, one can ask that if women are empowered, why are they not offered the positions that rightfully belong to them?

Table 5.10: Question 10: As a woman, you do receive a consistent support from your supervisor.

Value	Frequency	Per cent	Cum Per cent
1.00	5	23.81	23.81
2.00	1	4.76	28.57
3.00	9	42.86	71.43
4.00	6	28.57	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

The majority of respondents (71.43 percent) agree that they receive a consistent support from their senior while only 28.57percent say they do not receive any support.

Effective supervision is a solution that allows employees to learn and give the best in everything they do. Given that women benefit from a good supervision from their senior or leader that means women have a good understand of their tasks and how to do them, and consequently, they can transmit what they learned or practiced to others. This is a good way of developing and sharing skills that can only enhance the organisation’s performance.

Table 5.11: Question 11: Your authority is often undermined in the section you manage or the team you lead because of the mere fact that you are a woman.

Value	Frequency	Per cent	Cum Per cent
1.00	12	57.14	57.14
2.00	5	23.81	80.95
3.00	3	14.29	95.24
4.00	1	4.76	100.0
Total	21	100.0	

Source: Interview questions completed at the DoA, August 2007.

The majority of respondents (80.95 percent) agrees that their authority is often undermined in the section they manage because of the mere fact that their women. Only 19.05percent disagrees with the assertion. This demonstrates the challenge women still face in the workplace particularly in the context of the DoA. This is a result of societal belief that considers women only as child-bearers and subordinates. In the actual context of world, this concept becomes outdated because tertiary institutions produce intelligent women who compete with men

in any professional areas. Consequently, the DoA needs to address this challenge and give women an opportunity to show what they are capable of.

Table 5.12: Question 12: There is a mechanism in place to prevent such challenge in the Department.

Value	Frequency	Per cent	Cum Per cent
1.00	6	28.57	28.57
2.00	6	28.57	57.14
3.00	5	23.81	80.95
4.00	1	4.76	85.71
N/A	3	14.29	100
Total	21	100.0	

Source: Interview questions completed at the DoA, August 2007.

57.14percent of respondents says that there is no mechanism in place to prevent the challenge outlined in question. 11. 28.57percent believe to some extent that there is a mechanism in place to deal with this kind of challenge. Three percent of respondents said the question was not applicable to them, and that they have never come across such challenge. Looking at those who disagree, one must say that the department should consider strengthening the laws that protect women’s rights at the workplace. This will be one the way to enhance women’s status in the organisation.

Table 5.13: Question 13: How do you deal with this kind of challenge?

To answer this question, women who have been faced with this challenge said that since there is no proper mechanism to implement policies, they chose to adopt a wise attitude, which is continuing focusing on the attainment of their

tasks in an efficient and effective way ignoring whatever comes their way. They felt that they had to prove that they were as clever as their male colleagues by working harder and smarter.

Table 5.14: Question 14: There is a management or leadership forum in your directorate.

Value	Frequency	Per cent	Cum Per cent
1.00	9	42.85	42.85
2.00	4	19.05	61.90
3.00	5	23.81	85.71
4.00	3	14.29	100.0
Total	21	100.0	

Source: Interview questions completed at the DoA, August 2007.

The majority of respondents (61.90 percent) disagrees with the assertion that there is a management forum within the directorate. Out of that, 42.85 percent strongly disagrees with the statement while 38.10 percent agrees with the assertion. In order to promote equity within the DoA, it is critical for the department to establish a system that attends to the needs of enhancing management performance within the department. Making employees aware of such forums within the DoA can benefit the department and its employees.

Table 5.15: Question 15: Many women managers do participate in this structure.

Value	Frequency	Per cent	Cum Per cent
1.00	8	38.10	38.10
2.00	4	19.05	57.15
3.00	7	33.33	90.48
4.00	2	9.52	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

In the light of the responses outlined in question 14, we can note firstly that there is not an adequate forum system available within the department. However, 57.15 percent of respondents disagrees with the assertion that they do participate in leadership forums held in their directorates, if there were any. Nevertheless, 42.85percent of respondents agrees that they take part in the forums held in their directorate.

Table 5.16: Question 16: Matters pertaining to women’s development are shared and discussed in these meetings.

Value	Frequency	Per cent	Cum Per cent
1.00	7	33.33	33.33
2.00	8	38.10	71.43
3.00	3	14.29	85.72
4.00	1	4.76	90.48
N/A	2	9.52	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

71.43percent of women interviewed disagrees with the assertion that matters pertaining to women’s development are shared and discussed in meetings. 23.81percent of respondents agrees with the assertion while 9.52percent of respondents said they could not answer to the question since they are still in junior positions. Taking into consideration the majority of respondents who disagreed with the statement, one can say that women’s development is not a priority for the management team within the department. Considering the number of laws and policies in place to promote women’s development, the rate of responses show that there is a call for adequate implementation of policies that exist already.

Table 5.17: Question 17: My experience in managing people is successful.

Value	Frequency	Per cent	Cum Per cent
1.00	1	4.76	4.76
2.00	4	19.05	23.81
3.00	9	42.86	66.67
4.00	6	28.57	95.24
N/A	1	4.76	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

The majority of respondents (71.43 percent) mentioned that their experience in managing people succeeded. Only 23.81percent disagrees with that point of view. High levels of self-esteem and confidence were major elements that helped women to keep up good works and persevere in their struggle for change.

Table 5.18: Question 18: During meetings, I do get same treatment as my male counterparts.

Value	Frequency	Per cent	Cum Per cent
1.00	4	19.05	19.05
2.00	2	9.52	28.57
3.00	6	28.57	57.14
4.00	9	42.86	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

When given a chance to participate in meetings, most respondents (71.43 percent) agree with the fact they receive the same treatment with their male colleagues. Only 19.05percent disagrees strongly with the assertion. Considering the majority of respondents, we can say that the treatment women received from their colleagues was very important to help them to be more confident and have the feeling of being accepted by their organisation. Consequently, they will strive to give the best to achieve the departmental goals.

Table 5.19: Question 19: I do sometimes feel undermined by male managers and leaders.

Value	Frequency	Per cent	Cum Per cent
1.00	11	52.38	52.38
2.00	2	9.52	61.90
3.00	5	23.81	85.71
4.00	3	14.29	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

Though previous responses show that women are well treated in meetings, 61.90percent asserts that they feel undermined by their male managers and

leaders. Only 38.10percent disagrees with the assertion. This situation shows that men or some of them have not yet changed their mind-set to accommodate the change taking place. Culture and traditions tells us that women were nothing but child-bearers useful only in assisting men. However, this attitude has changed in that we have read and observed that women are or are becoming important agents in economic development.

Table 5.20: Question 20: The DoA disposes of programmes that promote women in management and leadership.

Value	Frequency	Per cent	Cum Per cent
1.00	5	23.81	23.81
2.00	4	19.05	42.86
3.00	7	33.33	76.19
4.00	5	23.81	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

Of the respondents, 57.14 percent agrees that programmes promoted women in management and leadership within the department while 42.86percent disagrees with that assertion. The narrow gap between these two views requires one to ask a question if those programmes are implemented effectively. Adopting a programme is one thing; its implementation is another. Though the programmes exist, it is critical for the department to ensure that these programmes are implemented to realize a gender balance to improve the department.

Table 5.21: Question 21: You are optimistic about the management or leadership’s situation of women at DoA.

Value	Frequency	Per cent	Cum Per cent
1.00	2	9.52	9.52
2.00	4	19.05	28.57
3.00	10	47.62	76.19
4.00	5	23.81	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

No matter how difficult it is for women to take their rightful position in the department, most respondents (76.19 percent) have a strong faith; they are optimistic that one day they will win the battle. It might seem difficult to win the battle over gender equality, but with an optimistic attitude, women will achieve their dreams.

Table 5.22: Question 22: What strategies would you suggest to promote women’s development at DoA?

To answer this question, most of respondents proposed what follows:

- establish a gender desk, strategies and policies focused on promoting women’s development;
- involve women in decision-making;
- hire women in higher positions in the department;
- provide management and leadership courses
- give women access to developmental opportunities especially at managerial level;

- offer room to women for them to exercise their creative and innovative ideas; and
- make available career pathing and retention policy.

Table 5.23: Question 23: It is my opinion that the DoA is effectively committed to develop women for management and leadership positions in the Department.

Value	Frequency	Per cent	Cum Per cent
1.00	2	9.52	9.52
2.00	3	14.29	23.81
3.00	10	47.62	71.43
4.00	6	28.57	100.00
Total	21	100.00	

Source: Interview questions completed at the DoA, August 2007.

71.43percent of women approached agrees that the DoA is effectively committed to develop women for management and leadership positions while only 23.81percent disagrees with the assertion. The majority acknowledging the development demonstrates how the fact of having female ministers has influenced positively on women's status within the department. For example, one respondent said: "I am happy with the attitude with their Minister, Miss Lulama Xingwana, who stamped her feet and said women must also take the lead. Since then we now dispose of women who are Directors-General which is very encouraging for all of us."

In the light of the analysis of data reported above, one can number some of the challenges that women are still facing though there is a quite acknowledgeable

advancement in this matter. The next section therefore highlights challenges faced in accessing or maintaining managerial positions.

5.3 Challenges to women's development

Buvinic (1990) asserts that though progress has been made in the last 30 years improving women's health and education, women in many parts of the world are still at the periphery of the economy, marginalized in segregated low-paying jobs, or effectively barred from the workforce altogether. She adds that women have much more education today than they had a decade ago, and they are much healthier. However, they are unable fully to use the education that they received in the labor market since they still face restricted opportunities in the world of work. (<http://web.worldbank.org/wbsite/external/news/SitePK:4607,00.html> accessed on 18.12.2006).

This observation implies that though a general assumption supports a stronger role for women who contribute to economic growth and consequently, to sustainable development, women still face many barriers in contributing to and benefiting from development. These barriers are of various natures but for the purpose of this study, we will cite the following challenges or barriers.

5.4 Neoliberal Capitalism

Globalization is a multi-faceted phenomenon, including psychological, cultural, educational, political, and economic dimensions, which have interlocking and powerful influences on people. Economic globalization with its dominant neoliberal capitalist orientation has had its most profound effects on women and children in developing countries (Zeitlin, 2005 and Bond, 2005). However, since 1994 the South African government has made significant strides in policy and legislative changes directed to overcome racial and gender discrimination and

institutions such as the Office of the Status of Women, the Commission for Gender Equality, the Human Rights Commission, and the Women's Budget have been established to protect the rights of women. South Africa ranks as one of the top ten countries in representing women in parliament. Yet, much needs to be done to achieve gender equity. Particularly, when we consider the tables outlined in Chapter Four, which still show predominance of men in managerial positions specifically in the DoA.

5.5 Lack of proper gender policies implementation

In South Africa, many policies have been adopted to enhance gender equality, but the main problem is with their implementation in the workplace. Consequently, attaining gender equality or women's development is still seen by some as a miracle while it is just a matter of implementing the laws that were made available in the country. This has hindered the government and the DoA particularly to use adequately its available human resources, women specifically. This implies that in South Africa, in spite of the national emphasis on women's rights reflected by the Gender Commission housed in the Office of the Presidency, more than 80percent of managers is male. This finding is an absurdity considering that women constitute almost 50percent of all graduates at institutions of higher education. In many socio-cultural areas, women are still regarded as weaker and at times inferior because their tasks involve nurturing, caring for, and supporting others. Often, socially constructed gender roles and stereotypes have been used to limit women's opportunities for full human development and exercise of their fullest potentials (Oraegbunam, 2002: 17).

Unemployment Problem

Feminist Media Company (2005: 22) reports that a major obstacle to the progress that is being made in South Africa in particular is the very large unemployment problem that has plagued the country over the past decade. From 1995 to 2003, many more women wanted work than they found work in the paid economy. For instance, many than four million additional women entered the labor market over this period wanting employment. Only about 1.4 million women found employment. The remainder (2,6 million additional women) became unemployed (according to the broad definition). Consequently, the female unemployment rate rose. In 1995, 38percent of all women who wanted paid work was unemployed (representing approximately 2,3 million women); in 2003, this had increased to 49percent (or almost 5 million women).

Women's Dual Roles at Home and in the Marketplace

Women frequently have to withdraw from the labour market because of the demands of marriage and children. Women are therefore more likely to choose jobs that allow them greater flexibility in hours worked. This often brings a drop in earnings, often associated with a shift from wage work to self-employment in the informal sector. Women lag behind men in the accumulation of human capital because of discontinuity in employment. Practical constraints impede women's work outside the home and restrict women from securing higher-paying jobs. The lack of cost-effective childcare is a major barrier for working women in developing countries (The World Bank, 1994:37-38 policy paper).

5.6 Gender Stereotypes

Many of the differences between male and female managers *took root before birth*. Gender roles and gender stereotypes are influenced by the many societal and environment messages that children receive growing up. As girls and boys grow into professional men and women, they learn from their parents, peers, schools, teachers, and the mass media how they are supposed to act, communicate, learn, think, and look. These messages are prevalent at a very early age, and children carry the lessons learned from observation and imitation with them into adulthood and then into their workplaces. Consequently, gender-specific behaviours are common in today's managers. Rampant stereotypes about how female managers act versus how male managers act create more gender role expectations, assumptions, and even discomfort in talking about gender issues in the workplace (Smith, 2000:60).

Lack of Access to Education

Though this challenge is not directly related to the status of women within the department, it is essential to cite it for the mere fact that when women lack education, they cannot consistently compete with their male colleagues for managerial positions. For example, in most developing countries, despite the Convention on the Rights of the Child that ensures universal access to primary education, the girl-child still faces de facto discrimination. Not only does she experience parental discrimination in domestic work assignment, health care, and intra-family food distribution, she occupies a disadvantaged position educationally (Fabiyyi, 2002). Here the concern is on girl-child because she is the woman-to-be. If a girl is discriminated in education, when she grows she will face a challenge in competing with her male peers who might have been favored by the traditional system.

5.7 Conclusion

This chapter analysed the answers collected through interview questions completed at the National Department of Agriculture (DoA). This interview was all about collection of the views of female middle managers regarding the development made towards their managerial position or status within the department. From the first question, one notices that women perform various tasks within the department. Taking into consideration these different tasks achieved by women within the Department of Agriculture could be argued that women are playing a meaningful role, and they do more for the attainment of the departmental goals and the overall government's objectives.

This paves a way to proceed with the questions that display women's perception of the development made towards enhancing their role or status within the DoA. When analyzing the responses to the different questions, conclusion could be reached that women are trained and they do access skills development programmes made available within the department. The question therefore becomes, why are they still struggling to access more managerial positions? The answer to this question can be found in the traditions and culture that are still prevailing within organisations. This is not only a particular case for the DoA, women face the same challenges wherever they find themselves despite the fact that they are also capable of doing "wonders" like their male colleagues.

However, 57.14 percent of respondents agrees that there are programmes that promote women in management and leadership within the department while 42.86percent disagrees with that assertion. The narrow gap between these two views requires one to ask a question if those programmes are implemented effectively. Adopting a programme is one thing; implementing it is another. Though the programmes exist, it is critical for the department to ensure that

these programmes are implemented in order to realize a gender balance for all in the department. When asked if gender (female) influences how people view one performance in attaining the tasks assigned, the percentage of those who agree and those who do not is almost equal though 52.39 percent believes that the question is not true for them.

The DoA's employees understood that a person should not be judged or measured from a gender point of view but based on performance. Nevertheless, 71,43percent of women interviewed disagrees with the assertion that matters pertaining to women's development are shared and discussed in meetings. 23,81 percent of respondents agrees with the assertion while 9,52percent of respondents said they could not answer to the question since they are still in junior positions.

Taking into consideration the majority of respondents who disagree with the statement, one can say that women's development is not a priority for the management team within the department. If it were one of the priorities, it would have been placed on the agenda in order for it to be addressed. Looking at the number of policies that abound in order to promote women's development, the rate of responses show that there is a call for adequate implementation of policies that exist already. In the midst of what women were going through, the majority of respondents (71.43 percent) says that their experience in managing people is successful. Only 23,1percent disagrees with that point of view. Self-esteem and confidence are essential elements that can help women to keep up good works and persevere in their struggle for change.

No matter how difficult it is for women to take their rightful position in the department, most of respondents (76, 19 percent) have a strong faith; they are optimistic that one day they will win the battle. It might seem difficult to win the

battle over gender equality, but with an optimistic attitude women achieve their dreams. 71,43percent of women approached agrees that the DoA is effectively committed to develop women for management and leadership positions while only 23,1percent disagrees with the assertion. The majority acknowledging the development demonstrates how the fact of having female ministers has affected positively on women's status within the department. However, women are still faced with some challenges that hinder them to achieve their full potential within the DoA. Therefore, Chapter Six, after summarizing the themes of this study, it provides recommendations to promote women's development within the department of agriculture, thus enhancing their role in contributing positively towards the economic development of South Africa as well.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

This chapter concludes the study, which identified, analysed, and understood how women are developed and empowered within the National Department of Agriculture of South Africa. In order to recommend strategies as well as to attain the objectives mentioned in Chapter One, the study was subdivided into six chapters. The first chapter set the scene by providing the ground for the development of the research. It has stated the problem and outlined the research question before outlining the objectives and the limitations of the study. It is articulated in this chapter that women's empowerment has currently gained much attention from researchers in the field of Human Resource Development, particularly, in the context of South Africa. In South Africa this focus results from the endeavour of the democratic government not only to correct the imbalances of the past but also to apply affirmative action in rectifying the past history of the country. This note can be supported by the government's plan of action in which the President of South Africa, Mr. Thabo Mbeki, stated that the government has committed itself to adopt policies to emphasize women's emancipation and empowerment, particularly in regarding their access to salary and to be promoted to managerial positions.

The DoA strives to lead agricultural development for sustainable economic growth and food security in South Africa thus enabling the country to play a more constructive role in agricultural development in Africa. It is from this point of view that this research project was conceptualized, and it considered the issue of women's development within the DoA. Furthermore, the researcher demonstrated that women's empowerment can assist the department to attain its set and envisaged organisational goals adequately. Therefore, the researcher strongly believes that empowering women within the DoA will allow women to become more productive and help them to give the best in the accomplishment

of the organisational goals and mission of the department. In this case, the assumption is that not developing women will in no way benefit either the department or the government as whole.

The World Bank Policy Paper (1994:7) affirmed this standpoint when it acknowledged that enhancing women's participation in development is essential for not only achieving social justice but also reducing poverty. Worldwide experience shows clearly that supporting a stronger role for women contributes to economic growth, improves child survival and overall family health, and reduces fertility, thus helping to slow population growth rates. In short, investing in women is central to sustainable development. Nevertheless, the empowerment of women took huge strides during the financial year 1997-1998, which was the theme of the year of transformation.

This improvement became evident when the department coordinated and facilitated seminars focusing on the issues of concern to women in the agricultural sector and within the Department of Agriculture. Various awards were given to some female staff members who showed outstanding excellence in executing their duties. By this time, the organisational structure was transformed in that there were two female representatives in top management. The appointment of the new female Minister in 1999 emphasized the importance of changing stereotypes towards women's development. The development of women addressed the efforts to reposition the department along racial, gender and age lines. In showing its commitment towards the African renaissance, the department increased its involvement in international affairs in trade and technology. This implies that the organisational performance can be influenced by the culture that exists within an organisation. Hence, the organisational culture within the DoA is influenced *inter alia* by the transformation process taking place in the department. For instance, the Department of Agriculture has

made strides towards the transformation agenda by empowering female farmers and initiating programmes addressing female farmers. Beyond this achievement, the department has, however, not focused on the developmental process of its female managers. The composition of gender balance and racial breakdown on management level in the Department of Agriculture currently does not address the fifty-fifty representativity outlined through the statement issued by the Presidency of South Africa.

Taking cognizance of the importance of the DoA as well as its objectives, one can say that its performance depends on the involvement of all its available human resources. The department needs not to be a male-dominated organisation. The tables outlined in Annexure B have given us an idea of the developments made by the department in gender equality in accordance and in line with different races. Though the department is led by a woman, more still needs to be achieved in equity along lines of gender. More women must be trained and promoted to management levels. In long turn, the department will not afford to waste its human resources by discriminating against women. It is for this reason that Chapter Five gathered the viewpoints of women within the DoA concerning the developments made towards enhancing their role within the department.

Capacity building is not a new concept; it is well recognized; its importance to development is well established by donor agencies, international and indigenous NGOs and governments (CDRA, 1994/1995). Capacity building can be defined as a “conscious, purposeful, chosen and long-term process to deepen and extend the current capacity in, and of, an organisation.” It is the “provision or acquisition of the appropriate resources, knowledge, skills and orientation to do what one is trying to do” (Thaw, 2000:13). According to Lagcao (2003), capacity building is a continuing process that creates an enabling environment with the appropriate policy and legal framework in place. It is not limited to training; it

includes a combination of interventions focused on improving an organisation's performance in relation to its mission, community, resources, and sustainability. CDRA (1994/5) states that this view is echoed by others, who maintain that it does not help to train individuals when organisational vision is unclear, organisational culture is unhelpful, and structure is confusing or obtuse. This implies that capacity building has to do with the democratizing of development in the sense that it makes real participation and power over development processes possible for marginalized people (Brew, 1994). This stands consistently when one analyses the case of the DoA.

Throughout the data analysis, we have come to understand that women are trained and educated, but it does not end there. People are trained and empowered to exercise or practice what they are empowered for. Therefore, after training and empowerment sessions, women should be given an opportunity to apply their skills and demonstrate the organisation what they are capable of.

In the today's context of the ever-changing environment of the world, there is a need for private and public sector organisations to develop an organisational culture that can constantly respond to and learn from the environmental pressures. Organisations need to develop strategies that enable decision-making and ideas generated at all levels of the organisation. Middle management behaviour will be crucial in shaping the new cultural values of the organisation and top management must respond to their demands. Noel Tichy (1983) cited in Dixon (1995:11-13) outlines the characteristics of organisations that have a high expectation for managing cultural uncertainty: as follows:

- a high capacity for managing individual differences in values and ideology;

- orientation of people towards facilitative/collaborative relationships and minimally defensive interpersonal relationships;
- learning-oriented norms supporting trust;
- respect of individuality;
- open confrontation of difficult issues; and
- risk-taking and internal commitment.

The underlying criterion for ensuring that managers become committed to change is to believe they can make a positive contribution. Organisations must demonstrate the value, the knowledge, and expertise held by their managers. This demonstration is critical in the context of the DoA in which women's implication and inputs in the attainment of the department's goals and objectives should be valued at equal part of their male colleagues.

Dixon (1995:11-13) asserts that successful transformational culture change will require investment in managerial development through continuous learning. Sen (1990) affirms that the process of development should at least create a conducive environment for people, individually and collectively, to develop their full potential and to have a reasonable chance of leading productive and creative lives according with their needs and interests. Although these views are related and complement each other, investing and developing organisational human resources, in this case women, is important.

On the other hand, the World Bank Policy Paper (1994:22) states that investing in women is critical to reduce poverty. It speeds economic development by raising productivity and promoting the efficient use of resources; it produces significant social returns, improving child survival and reducing fertility; and it has considerable intergenerational payoffs. Development and growth are best served when scarce public resources are invested where they yield the highest economic

and social returns; indeed, social returns are, on the whole, greater for women than for men. Consequently, statistics prove both that women are steadily taking their rightful, equal place in the mainstream economy and that there is a long way to go yet. Nevertheless, according to First National Bank Retail CEO, Wendy Lucas-Bull, women are more likely to be undereducated, underpaid, overworked, and undernourished than men. They are more likely to be poor. Of the 1,3 billion people living on a dollar a day or less in the world, 70percent is represented by women.

Among the 900 million illiterate people in the developing world, women still outnumber men by two to one. Girls constitute 60 percent of the 130 million children who do not go to primary school. This figure implies that women represent the force that binds the nation together; they inspire civilizations, and they are the custodians of our culture. Above all, women offer the most reliable indicators to gauge positive economic trends (DoA, 2006: 2-6). Therefore, women should no longer be regarded as “dependent, vulnerable and disadvantaged, but as a category of people who are capable of taking control of their own lives by defining their needs and the strategies to fulfill them” (UNDAF, 2000). Women have become important agents of economic development. For this reason, this researcher strongly believes that empowering women within the Department of Agriculture can do a lot of good not only to the department but also to the government and the country as a whole. To enhance women’s position and implication within the DoA, here are some of the recommendations to assist policy makers as well as the government to be more responsive to the need for women’s development in the public service.

Issues and recommendations

1. Adequate Public Policy

Public policy can significantly enhance women's participation in economic development. In some instances, the contribution may consist largely of training and supporting the activities of non-governmental agencies, communities, and parents. In others, it may take the form of changing the legal and institutional frameworks. This is very critical in the context of the DoA, which has a great need for strategic planning towards promoting women in more managerial positions and acknowledge their contribution to the attainment of the organisational goals and objectives. However, tangible progress here depends on the active involvement, leadership (The World Bank, 1994:56 policy paper) and many efforts consented by the government as a whole and particularly the DoA. Many laws have been passed to help women deal with all types of gender discrimination, but, as in the past, eradicating sexist practices that lead to unequal opportunity will not be an easy task. Although the laws are in place, continuing advancement of gender equity in the workplace will take vigilance and courage by women willing to stand up for their own and others' rights and to urge their employers and the courts to continue to advance the cause. Women as managers, especially, will be needed, as they are in a unique position to affect business policies and to argue for equal opportunity from their employers.

2. Effective Programmes and Implementation

Well-designed policies and programmes are not enough; they need to be implemented effectively. Governments need to pursue complementary strategies to make sure that programmes reach women. For instance, staff training is critical for building the awareness and strengthening the capacity of line officials who manage the needs of disadvantaged women. Involving women directly in project design can make programme delivery more effective.

Recruiting women for service delivery positions often attracts more women to use them, thereby increasing programme effectiveness. In other words, involving women at every level of programme planning, design, and implementation is virtually a prerequisite for success (The World Bank, 1994:57-58). The DoA therefore needs to have programmes and policies designed that emanate from the overall department's strategic goals. These policies and programmes should therefore encompass the developmental strategies and projects for women in all levels within the department.

3. Individual Support (mutual support from males and females)

Although the DoA might not immediately be able to attend to women's development issues, it is essential for individuals to decide to assist each other to create an environment conducive for the development of all in the department. In promoting more women in managerial positions, cautions should be taken in order not to frustrate men in the department or raise a conflicting context in which men and women will be fighting each other. However, they should compete in terms of diligence at work, professionalism, qualifications, and ability to deliver or perform the tasks they are recruited for.

4. Women's Perseverance

In the case of the struggle for women's development that takes longer than anticipated, perseverance by women within the DoA is essential. By adopting the attitude of persevering, women of the DoA will eventually win the battle of being developed and of equality enabling them to access what they deserve and what is due to them. In other words, women in DoA have to adopt an attitude able to allow them demonstrate high resolve and resilience to face whatever challenges arise.

5. Training and Education

The World Bank Policy Paper (1994:25) affirms that education offers favorable private returns to the individual and has a long-term and sustainable effect on women's productivity and thus on the growth of the sector they work in. An African proverb says: "If we educate a boy, we educate one person. If we educate a girl, we educate a family, and a whole nation." From this articulation, education and training can be referred to all levels in the DoA and the important for women to attain necessary knowledge and skills. Women need not fight for positions to dispose of proper and required qualifications, training, and skills. As much as this points to women who are already in the professional arena, it includes young females envisaging being employed women in the public service, and employees within the DoA. Hence, the government should give equal opportunity to youth (male and female) to avoid any discrepancy in the future. This means that the government should continue introducing and adopting to encourage access to education to compete in the workplace based on qualifications not gender.

This paper mapped out the above issues and recommendations. It concluded that sustained economic development can only be achieved if the full potential of all human resources, both men and women, is realized, and their respective economic activities are harnessed and developed. In the light of what have been said in this research project, we can briefly summarize that strengthening women's development issues will require great effort:

- to ensure that employment equity committees are representative in terms of gender,
- to integrate gender empowerment programmes into employment equity plans,

- to formulate gender-sensitive policies at work, including those on sexual harassment,
- to establish gender forums to communicate gender issues,
- to eliminate all barriers to the advancement of women to the top ranks of the organisation,
- to provide more management training for female employees to equip them with the necessary skills and knowledge for higher level positions,
- to use gender sensitivity workshops to deal with stereotypes and prejudice,
- to create an organisational culture in which women can perform and apply their skills, one that does not require them to be pseudo-men,
- to celebrate extraordinary achievements of women at work, and
- to monitor the effect of gender programmes.

These requirements are very important to achieve an all-rounded process of empowerment that can be bestowed on employees. However, it is a process to eradicate oppressive, unequal, unfair, and discriminatory situations as well as to recognize the interconnectedness of cultural, institutional, personal and collective elements. In conclusion, empowerment is relational; it is a process with no end stage. It is an ongoing process in which employees see themselves as having the capacity and right to act, as well as to influence the circumstances they find themselves in.

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ANNEXTURE A

Programmes of the Department of Agriculture

Programme 1: Administration

The programme related to Administration provides the department with political and strategic leadership and management.

Programme 2: Farmer Support and Development

This is the programme that promotes stability, competitiveness, growth and transformation in the agricultural sector by developing policies for farmer settlement, food security, rural development, co-operative development and agricultural risk and disaster management.

The objective of this programme is to improve emerging farmers' access to and sustained participation in agriculture through appropriate policies and targeted programmes that will ensure viable farm businesses.

Programme 3: Agricultural Trade and Business Development

The Agricultural Trade and Business Development programme develops policies on access to national and international markets and promotes broad-based black economic empowerment (BEE) in the sector. The objective of this programme is to improve the development of agribusiness, competitive markets and the international trade environment through providing better opportunities and more equitable access in order to maximize growth, employment and equity in the sector.

Programme 4: Economic Research and Analysis

This is the programme that provides information for developing and monitoring the agricultural sector. Its main objective is to provide timely, accurate and pertinent agricultural economic and statistical information quarterly to inform decision making on production by all participants in the agricultural sector.

Programme 5: Agricultural Production

This programme promotes agricultural research, productivity and sustainability, and monitors and controls genetically modified organisms. This programme intends to provide information and technology on agricultural production systems to increase agricultural productivity and profitability.

Programme 6: Sustainable Resources Management and Use

This is the programme that develops implements and monitors policies on managing and using land and water resources in agriculture. Its objective is to conserve natural agricultural resources through developing, implementing and monitoring policies and norms and standards aimed at promoting the sustainable use of agricultural resources.

Programme 7: National Regulatory Services

This programme develops and monitors risk management policies for controlling animal and plant diseases and for food safety. Here the main objective is to reduce the occurrence of animal and plant diseases through development, implementation and monitoring of policies that ensure proper maintenance of and improvement in management systems for animal and plant disease control.

Programme 8: Communication and Information Management

This programme manages and co-ordinates communication, education and international relations. Its main objective is to provide for effective internal and external communication and information management through a communication strategy.

Programme 9: Programme Planning, Monitoring and Evaluation

This programme consolidates and supports strategic and operational management in the department. The measurable objective is to improve organizational performance by supporting operational units to implement and monitor the department's strategic plan and by undertaking programme evaluation and impact assessments.

ANNEXTURE B

Graphs and statistics of the staff establishment of the department of Agriculture during the period 1995-2005

Representation of Employees within the DoA (from 1995 to 2005)

31 March 1995 to 31 March 1996

	Broad Classification of Occupations	
	1995	1996
Professional/Technical	821	599
Supportive	836	629
Administrative/Clerical	1000	826
General services personnel	1052	838
Total	3709	2892

1 April 1996 to 31 March 1997

Broad Classification of Occupations	Number of Posts filled	
	1996	1997
Professional/Technical	599	460
Supportive	629	548
Administrative/Clerical	826	726
General services personnel	838	694
Total	2892	2428

Broad Classification of Posts of the Department

(1 April 1997 to 31 March 1998)

Broad Classification of Occupations	Total of Posts filled		Number of Vacant		Total	
	1997	1998	1997	1998	1997	1998
Professional/Technical	460	465	198	214	658	679
Supportive	548	549	209	203	757	752
Administrative/Clerical	726	758	325	319	1051	1077
General services personnel	694	678	134	208	828	886
Total	2428	2450	866	944	3294	3394

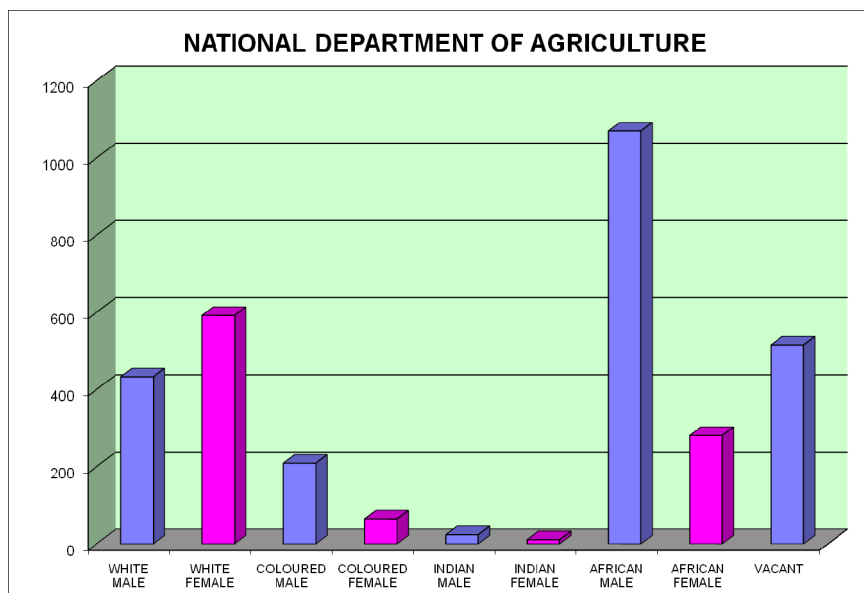
For the period of 31 March 1998 to 31 March 1999 there are no data on the broad classification of posts at the DoA for this coincided with the process of restructuring the department. During this process, the following was accomplished:

- 209 posts were abolished

- Human resource administration (HRA) functions were decentralized through the establishment of HRA Units at various points of service delivery according to legislative principles
- Five Human Resource Administration Units were established
- 239 posts were transferred from Grootfontein Agricultural Development Institute of the Northern Cape Department of Agriculture to the Department as a result of the termination of agency services pertaining to staff functions in September 1999.
- A multiskilling programme was introduced in the HRA Units in 1 April 1999 to empower staff
- 700 officials were translated to a CORE manually because they were not translated on the Persal system (DoA, Annual Report 1999: 58).

Graphical representation of men and women from 2001 to 2005

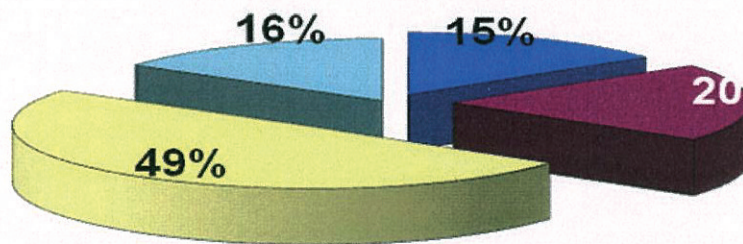
In 2001





In 2001

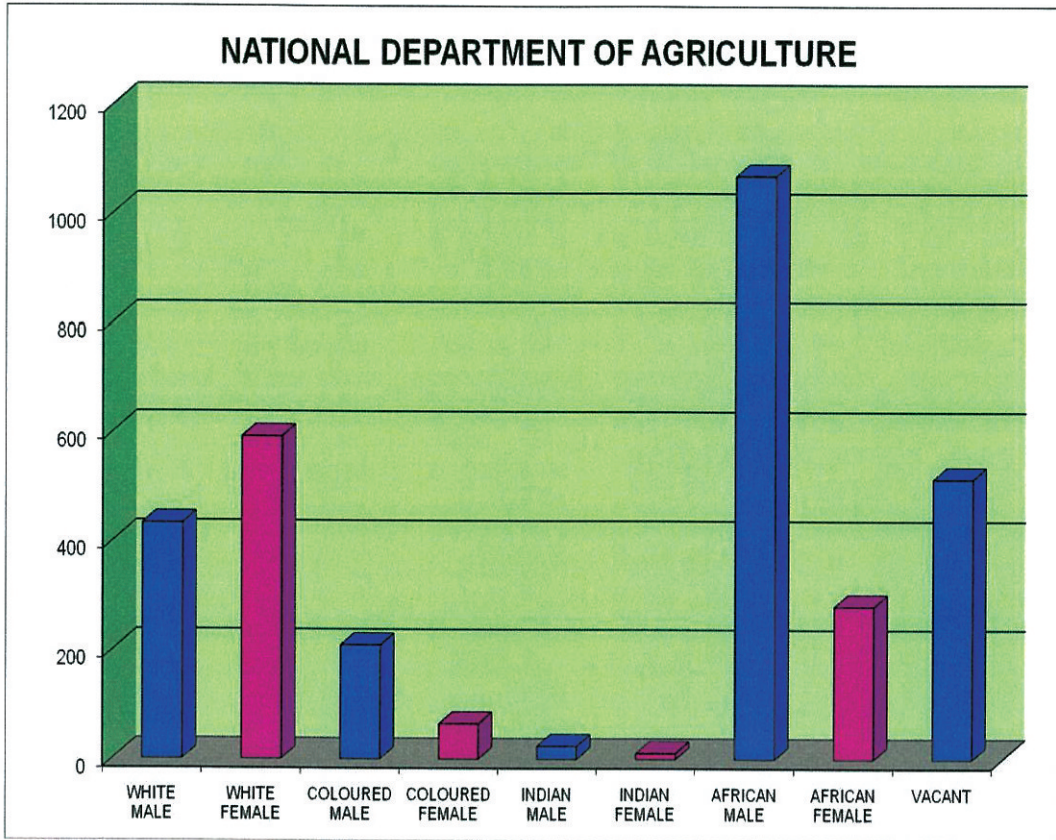
NATIONAL DEPARTMENT OF AGRICULTURE



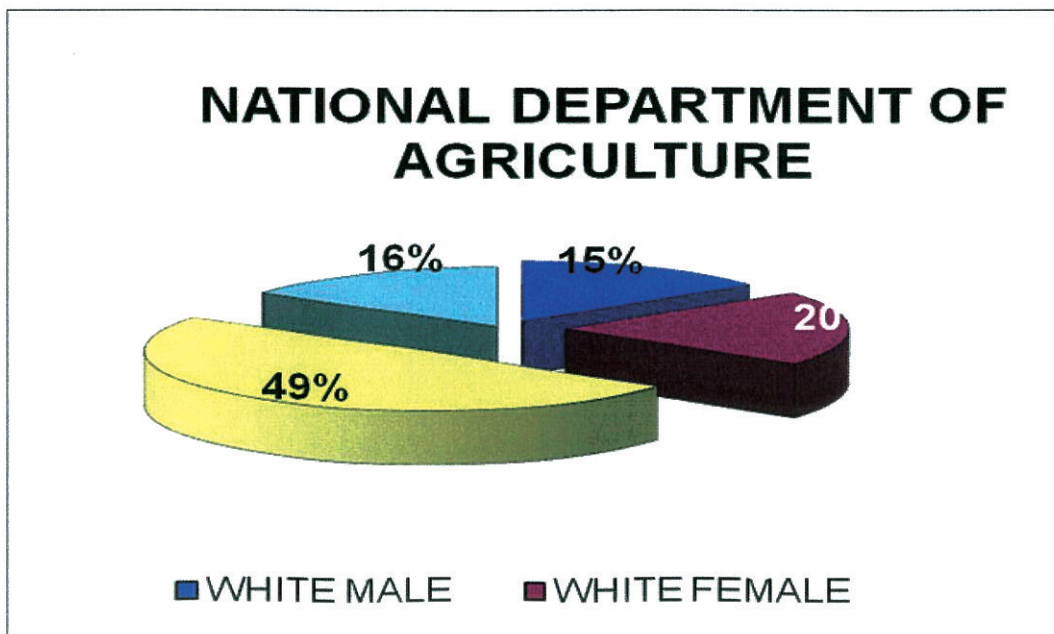
■ WHITE MALE

■ WHITE FEMALE

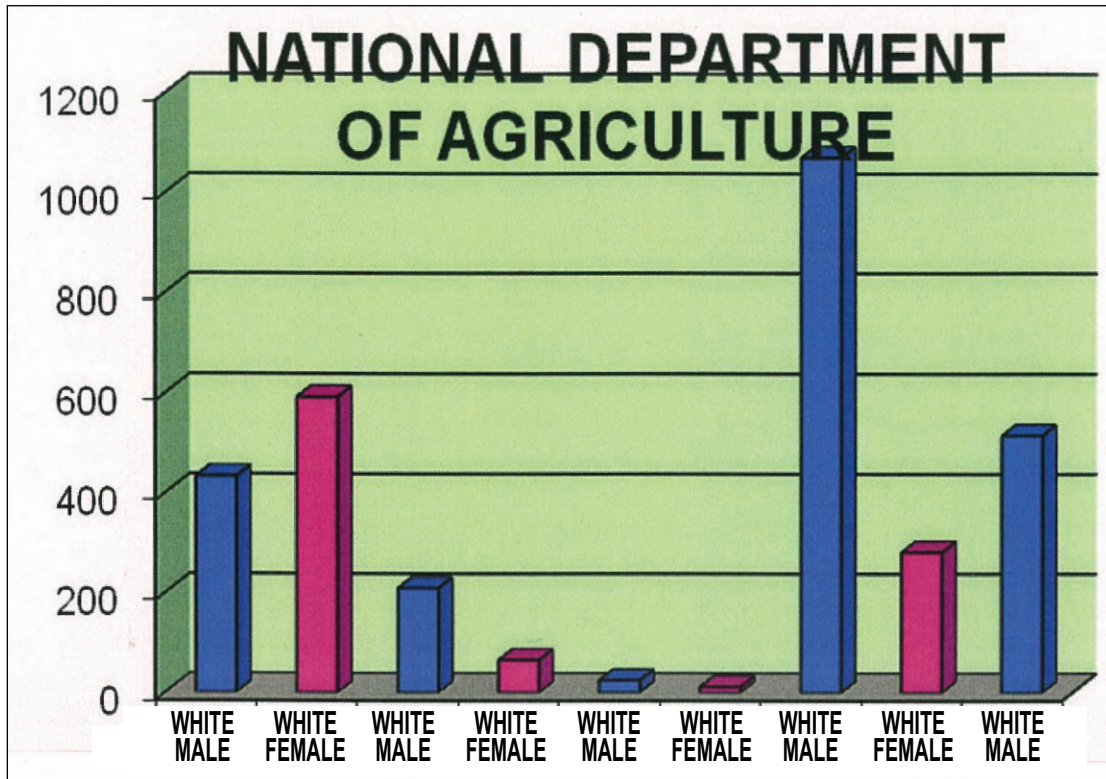
In 2002



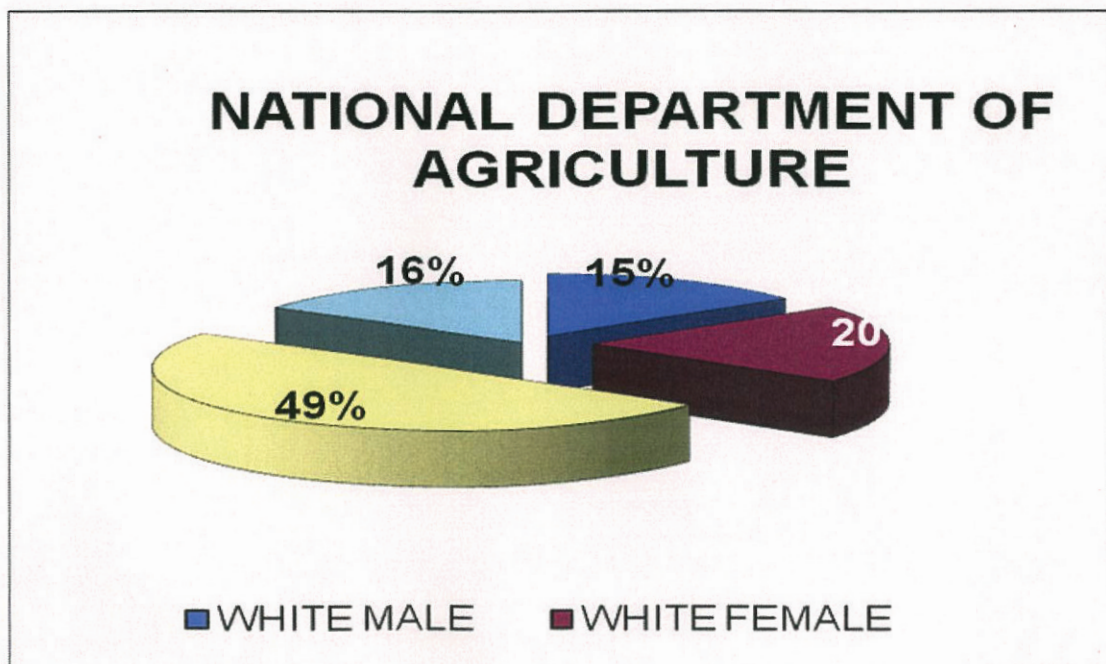
In 2002



In 2003

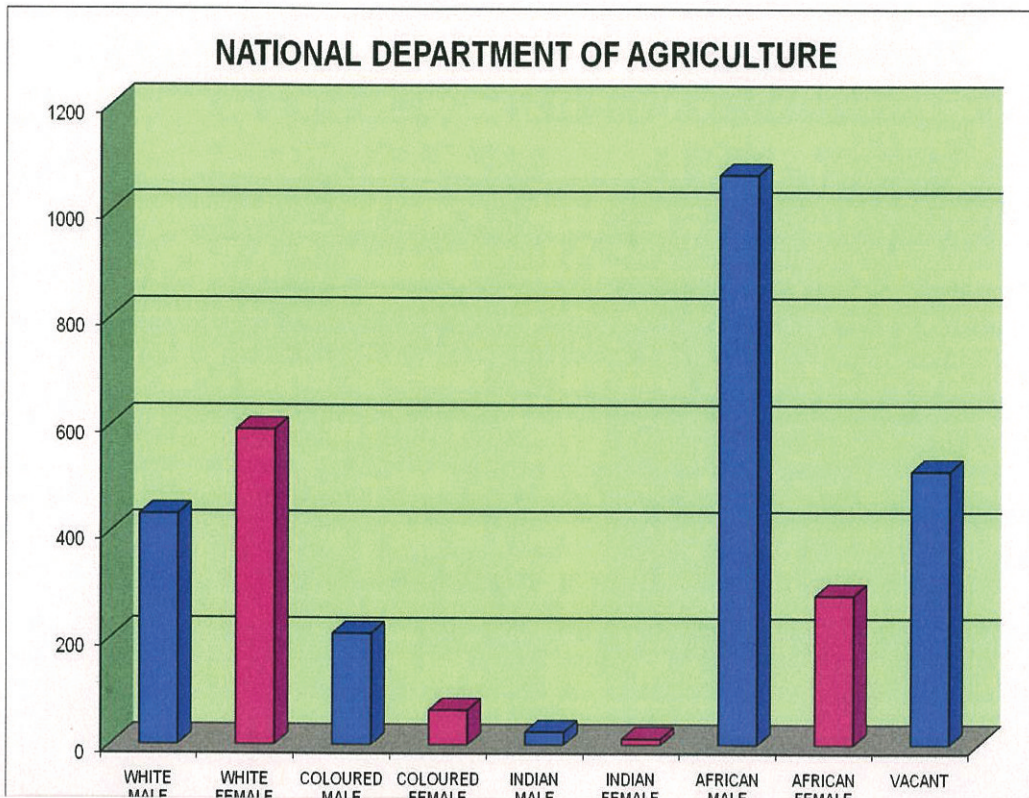


In 2003

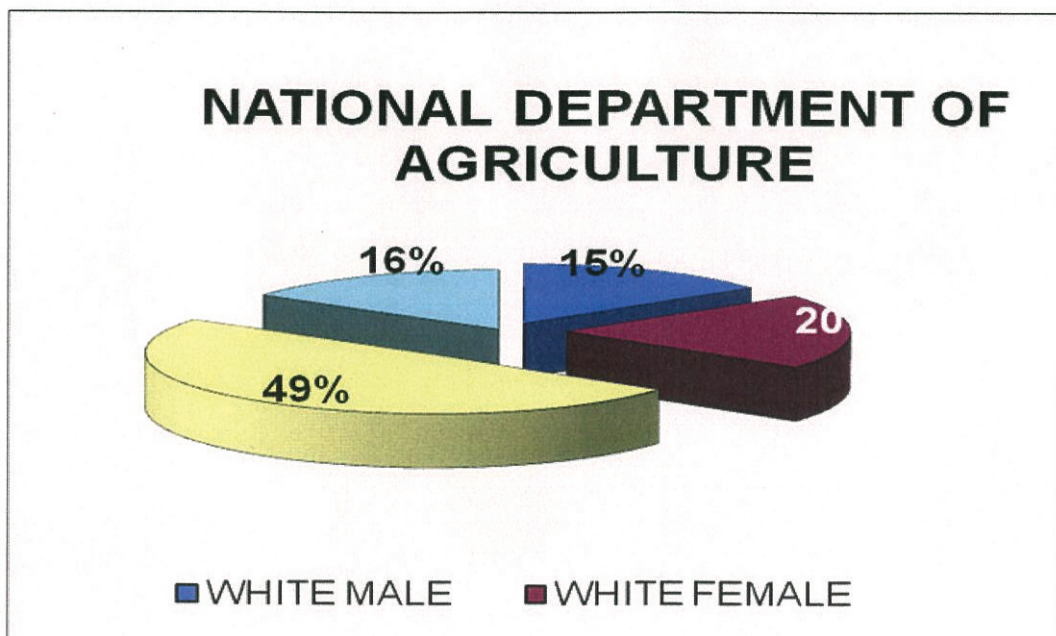




In 2004

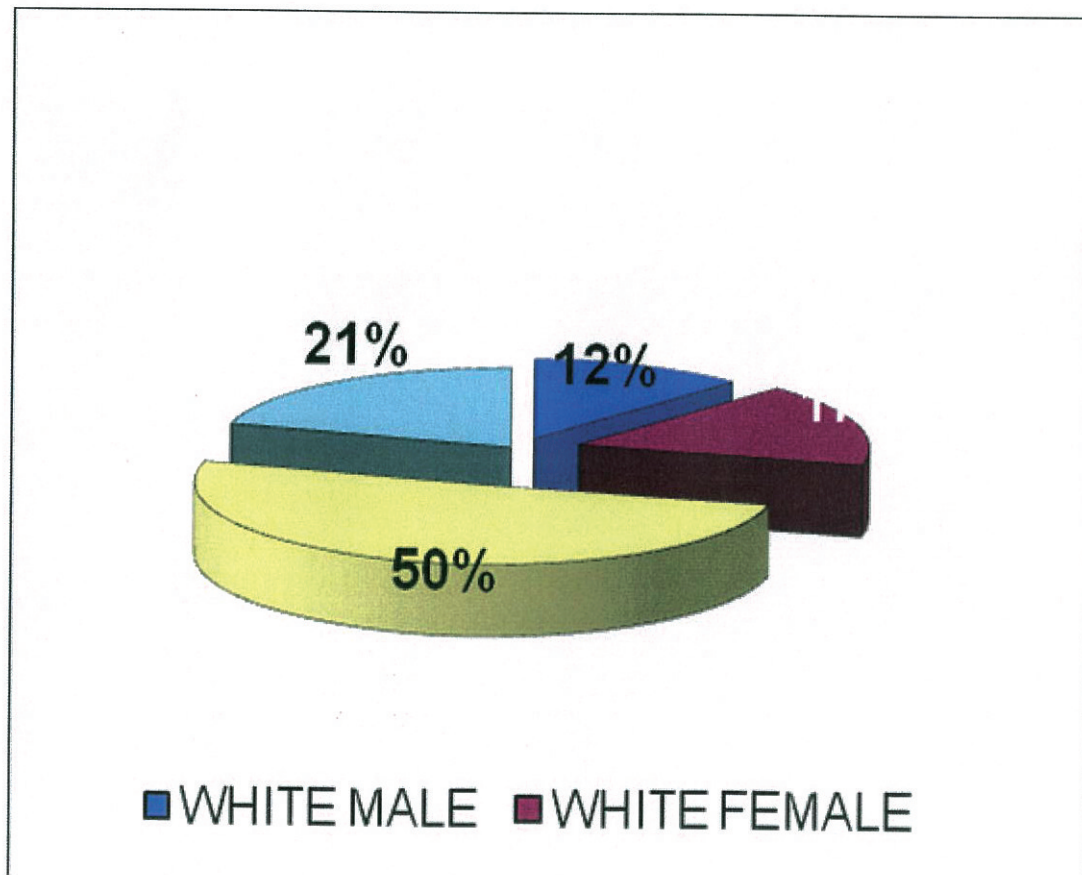
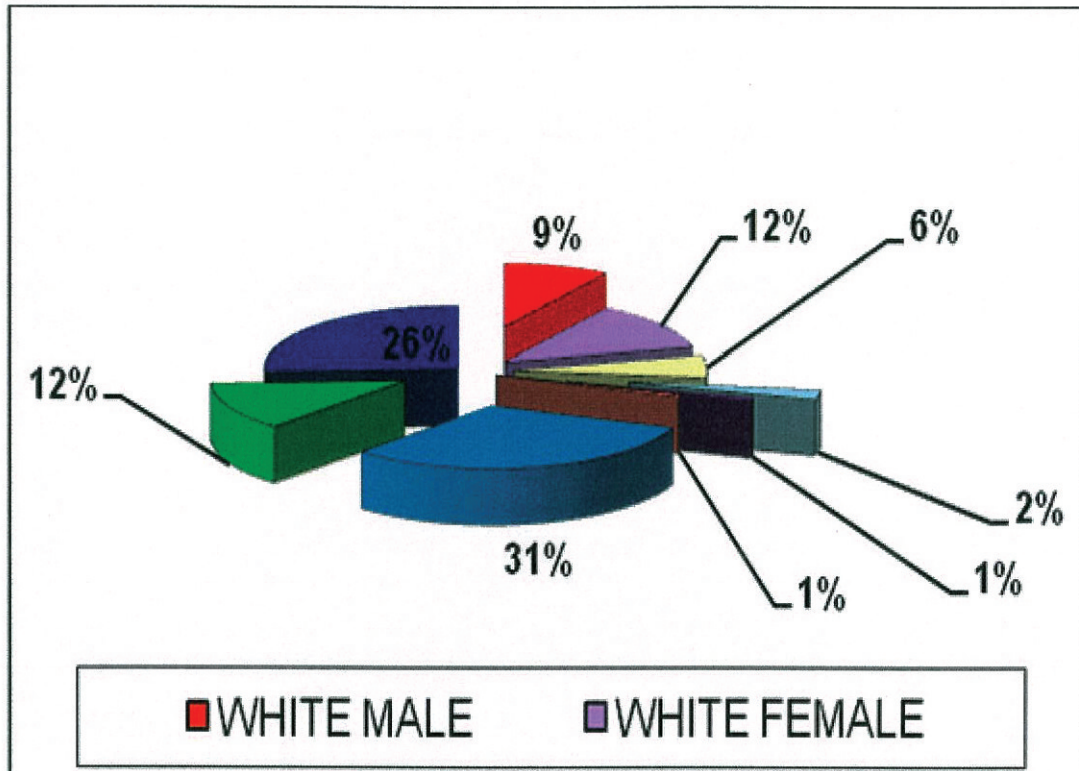


In 2004





In 2005



ANNEXTURE C

INTERVIEW QUESTIONS

INTERVIEW QUESTIONS ON THE ANALYSIS OF WOMEN'S DEVELOPMENT IN THE SOUTH AFRICAN NATIONAL DEPARTMENT OF AGRICULTURE (DoA)

INSTRUCTIONS

These questions aim at gathering views of women at the National Department of Agriculture (DoA) regarding their development as well as towards enhancing women's role in the department. The end results of this study will be valuable for scientific research and specifically for academic purposes.

Women might have different opinions on matters pertaining to their development within directorates of the department; however, their views are important since they will assist in making the end product an accurate reflection of combined opinions of employees, particularly women in DoA.

Please, do not write your name when answering the questions

A. BIOGRAPHIC INFORMATION

- Please complete your:
Division/Branch _____ and
Directorate _____

- Indicate your race:

Black		White		Colored		Indian	
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- Indicate the level of your job, (by encircling the appropriate number).

Senior Management (Director and Above)
Middle Management (Deputy/ Assistant Director)
Supervisory Level (Senior Administrative Officer/ Administrative Officer)
Other (Specify : _____)

1
2
3
4

- For how long have been employed by the department (DoA)?
- Indicate your highest educational qualification, (by encircling the appropriate Number).



Post Graduate Qualification
Graduate Qualification
Grade 12/Matric
Other (Specify : _____)

1
2
3
4

B. WOMEN'S DEVELOPMENT IN THE NATIONAL DEPARTMENT OF AGRICULTURE

N.B.: Answer these questions to the best of your ability.

For each statement, circle a number which best reflects your

Opinion. Circle only one number in the box next to the question.

Write your comments where needed.

Use the following scale:	
1 = I disagree completely	3 = I agree to some extent
2 = I disagree to some extent	4 = I agree completely

Disagree → Agree				
	1	2	3	4

1. As an employee within DoA, what are your main responsibilities?

.....

2. My team is made out of females and males.

1	2	3	4
---	---	---	---

3. In the performance of your duties I do receive support from your team?

1	2	3	4
---	---	---	---

4. My team's support comes mainly from my males' colleagues?

1	2	3	4
---	---	---	---

5. My team's support comes mainly from my females' colleagues?

1	2	3	4
---	---	---	---

6. My gender (female) impacts on how people view my performance in tasks assigned to me?

1	2	3	4
---	---	---	---

7. What is the gender make-up of your directorate?

.....

.....

.....

.....

8. From my experience, I can assert that women are empowered within DoA.

1	2	3	4
---	---	---	---

9. Women do access skills development programmes within the DoA.

1	2	3	4
---	---	---	---

10. As a woman I do receive a consistent support from my supervisor.

1	2	3	4
---	---	---	---

11. My authority is often undermined in the section I manage or the team I lead because of the mere fact that you are a woman.

1	2	3	4
---	---	---	---

12. There is a mechanism in place to prevent such challenge in the Department.

1	2	3	4
---	---	---	---

13. How do you deal with this kind of challenge?

.....

.....



.....
.....

14. There is a management or leadership forum in my directorate.

1	2	3	4
---	---	---	---

15. Many women managers do participate in this structure.

1	2	3	4
---	---	---	---

16. Matters pertaining to women's development are shared and discussed in these meetings.

1	2	3	4
---	---	---	---

17. My experience in managing people is successful.

1	2	3	4
---	---	---	---

18. During meetings I do get same treatment as my male counterparts.

1	2	3	4
---	---	---	---

19. I do sometimes feel undermined by male managers and leaders.

1	2	3	4
---	---	---	---

20. The DoA disposes of programmes that promote women in management and leadership.

1	2	3	4
---	---	---	---

21. I am optimistic about the management or leadership's situation of women at DoA.

1	2	3	4
---	---	---	---

22. What strategies would you suggest to promote women's development at DoA?

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23. It is my opinion that the DoA is effectively committed to develop women for management and leadership positions in the Department.

1	2	3	4
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