

TRANSFORMATION IN THE SOUTH AFRICAN NATIONAL DEFENCE FORCE: WITH SPECIFIC REFERENCE TO GENDER EQUITY

by

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DECLARATION

By submitting this thesis electronically, I declare that the entirety of the work contained therein is my own, original work, that I am the sole author thereof, (unless to the extent explicitly otherwise stated) and that I have not previously in its entirety or in part submitted it for obtaining any qualification.

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March 2013

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ABSTRACT

Transformation is an inevitable consequence of human resource practices and includes the political imperatives, behavioural transformation and the turnaround change. Gender equality is a critical component of the United Nations Resolution on Human Rights (Resolution 1325). Women are subjected to a variety of barriers that determine their organisational experiences, and therefore the achievement of gender equity requires the elimination of patriarchal practices, stereotypes and attitudes that perpetuate their marginalisation. Striving for gender equity within the armed forces should not reduce women to being passive victims of the transformation agenda as they operate both during conflict and peace-time.

The representation and empowerment of women into decision-making structures and the protection of their rights can be spearheaded through the gender mainstreaming strategies. In the South African National Defence Force (SANDF) transformation placed greater emphasis on racial representivity to the neglect of gender equity. This situation has effectively contributed to the gender dialogue which aimed to assess the implementation of gender equity objectives. Furthermore, it is the guiding principle on the participation of women in the military to enhance gender representation and the attainment of self-actualisation and excelling in their areas of responsibilities.

The purpose of the study was to explore the extent to which the SANDF supports gender transformation imperatives to ensure gender equity and it further investigated gender integration within the SANDF as a supportive theoretical analysis. The conceptual framework of gender transformation and gender mainstreaming in the military, and in particular within the SANDF, in the context of Employment Equity was conducted.

To make an objective and informed assessment, the attitudes and perceptions of middle management and lower management of both the SANDF were measured. Data were collected from respondents through three sessions of facilitated focus group interviews and a semi-structured self-administered questionnaire. The sample was drawn from the Pretoria region.

The findings of the study indicated that the DOD top leadership is supportive of gender transformation by the effective promulgation of transformation policies and the improvement in the representation of women in decision-making structures. The military environment is trying to create a conducive environment for women by providing resources, the essential training for women to maximise their potential, and furthermore by allowing their inclusion in all areas including deployment areas.

OPSOMMING

Transformasie is 'n onvermydelike gevolg van personeelbestuurspraktyk en sluit in die politieke imperatiewe, gedragstransformasie en omkeerverandering. Geslagsgelykgeregtigheid is 'n kritieke komponent van die Verenigde Volke se Resolusie aangaande Menseregte (Resolusie 1325). Vroue word onderwerp aan 'n verskeidenheid hindernisse wat hul organisasie ervarings bepaal en daarom vereis die bereiking van geslagsgelykgeregtigheid die uitwissing van patriargale praktyke, stereotipes en houdings wat marginalisering bevorder. Die strewe na geslagsgelykgeregtigheid binne Weermagte behoort vroue nie te degradeer tot passiewe slagoffers van die transformasie agenda nie aangesien hulle aangewend word tydens beide konflik- en vredestye.

Die verteenwoordiging en bemagtiging van vroue in besluitmakende strukture en die beskerming van hulle regte kan gerig word deur geslagshoofstroming strategieë. In die Suid-Afrikaanse Nasionale Weermag (SANW) plaas transformasie groter klem op rasse verteenwoordiging as op die nalating van geslagsgelykgeregtigheid. Die situasie het effektief bygedra tot die geslagsdialoog wat beoog om die implementering van geslagsgelykgeregtigheid doelwitte te evalueer. Dit is ook verder die leidinggewende beginsel rakende die deelname van vroue in die militêr om geslagsverteenvoording te bevorder, die bereiking van selfaktualisering en uitblinking in hulle verantwoordelikeidingsomgewings.

Die doel van hierdie studie was om te bepaal tot welke mate die SANW geslagstransformasie imperatiewe ondersteun ten einde geslagsgelykgeregtigheid te verseker en het ook ondersoek ingestel na geslagsintegrasie binne die SANW as 'n ondersteunende teoretiese analise. Die konseptuele raamwerk is geskep rakende geslagstransformasie en geslagshoofstroming in die militêr, en in besonder aangaande die SANW binne die konteks van Werkverskaffingsgelykheid.

Ten einde 'n objektiewe en ingeligte evaluering uit te voer, is die houdings en persepsies van Departement van Verdediging (DvV) militêre en siviele middelbestuurders en lae vlak bestuurders gemeet. Data is versamel van respondente tydens drie geleenthede van gefasiliteerde fokusgroep onderhoude en 'n semi-geadministreerde vraelys. Die steekproef is geneem vanuit die Pretoria omgewing.

Die bevindinge van die studie dui daarop dat die (DvV) se top-leierskap ondersteunend is aangaande geslagstransformasie deur die effektiewe uitvaardiging van transformasie beleide en die verbetering van verteenwoordiging van vroue in besluitmakende strukture. Die militêre omgewing poog om 'n omgewing te skep wat toeganklik is vir vroue deur die voorsiening van middele wat noodsaaklik is vir opleiding van vroue ten einde hul potensiaal te optimaliseer en hulle verder toegang te verleen tot alle gebiede insluitend gevegsgebiede.

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ACRONYMS

AA	Affirmative Action
APLA	Azanian People's Liberation Army
CDTM	Chief Directorate Transformation Management
COD	Council on Defence
DOD	Department of Defence
DPSA	Department of Public Service Administration
EE	Employment Equity
GEM	Gender Empowerment Measure
MK	Umkhonto we-Sizwe
MSDS	Military Skills Development Programme
PDSC	Plenary Defence Staff Council
PSAP	Public Service Act Personnel
SADC	Southern African Development Community
SADF	South African Defence Force
SANDF	South African National Defence Force
SMS	Senior Management System
SSR	Security Sector Reforms
TBVC	Transkei, Bophuthatswana, Venda and Ciskei
UK	United Kingdom
USA	United States of America
UNDP	United Nations Development Programme

KEY CONCEPTS

Critical Musterings: In the South African National Defence Force, critical musterings is a reference to scarce skills and the occupational specific dispensation of pilots, nurses, doctors, air and sea navigators and divers etc.

Designated Groups: Black People, Women and People with Disabilities. Black is a generic term that refers to Africans, Coloureds and Indians.

Employment Equity: The implementation of mechanisms to manage inequalities and the creation of access to equal opportunities in the workplace by enforcing compliance to the legislation in order to improve representivity in race, gender and disability targets.

Empowerment: The building of critical skills for assisting individuals to gain self-confidence and the required competencies for performance.

Equality: This includes the full and equal enjoyment of rights and freedoms as contemplated in the Constitution and includes equality before the law.

Gender Analysis: Study of socially determined inequalities between women and men; gender biases which perpetuate gender inequalities.

Gender Equality: Refers to a situation where women and men have equal conditions for realising their full human rights and potential; are able to contribute equally to national political, economic, social and cultural development; and benefit equally from the results. It further means that the underlying causes of discrimination are systematically identified and removed in order to give women and men equal opportunities.

The concept of gender equality takes into account women's existing subordinate positions within social relations and aims at the restructuring of society so as to eradicate male domination. Therefore, equality is understood to include both formal equality and substantive equality; not merely equality to men.

Gender Empowerment Measure (GEM): Refers to a measure which examines whether women and men are able to actively participate in economic and political life and further take part in decision-making. It focuses on the capabilities of women and men to take advantage of life's opportunities.

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

Gender Mainstreaming: Refers to a process that is goal oriented. It recognises that most institutions consciously and unconsciously serve the interests of men, and gender mainstreaming encourages institutions to adopt a gender perspective in transforming themselves. It promotes the full participation of women in decision-making so that women's needs move from the margins to the centre of development planning and resource allocation.

Military Skills Development System (MSDS): This is a programme approved by the DOD for young people to be offered military skills to enhance the rejuvenation process and mission-readiness. (Revised Implementation Instruction Military Skills Development System, dated 05 December 2003).

Mission-readiness: The readiness and capability of the SANDF to respond to its operational requirements and obligations to achieve its objectives.

Non-Statutory Forces: Former liberation forces characterised by the armed struggle.

Reasonable Accommodation: The consideration for the elimination of obstacles that hinder the employment and the advancement of members selected for Affirmative Action.

Relative Disadvantage: Consideration for the disadvantaged past of designated groups

Representivity: The demographic composition of the DOD that broadly corresponds with the demographic composition of the people of South Africa at all levels.

CHAPTER 1 BACKGROUND TO THE RESEARCH

1.1. Introduction

This chapter provides the introductory approach towards the study of gender and transformation in the South African National Defence Force. Furthermore it presents the rationale, aim and objectives of the study, and outlines the research methodology, sampling procedure and the data collection methods employed in the study. The approach adopted for data analysis is also presented in this chapter, along with a discussion of the measurement instruments employed. The ethical considerations of this study are also highlighted

Gender is a socially and culturally defined concept and the legal principles embodied in it have previously supported the exclusion of women from the socio-political processes based on the nature of biological differences between men and women. Further, society has promoted the patriarchal domination of women by men. This has resulted in gender discrimination and inequality, perpetuated the view that women are physically and intellectually inferior, and the view that gender-neutral laws can eliminate gender inequalities and change practices that limit women participation in the social and political arena (Clark, 2007:630-631).

The UNDP (2005:4) suggests that gender equality and women's empowerment are central to the achievement of the millennium development goals, not only as just and desirable ends, but also as goals for obtaining gender mainstreaming and a gender responsive programme. Bastick and Valasek (2009:1) are of the view that security sector reforms (SSR) transform security policies, institutions and programmes as the integration of gender issues in the SSR enhances the justice needs of women and strengthens the participation of women in security-decision making.

Furthermore, Bastick and Valasek (2009:1) maintain that a gender-responsive defence reform process is critical for the following reasons:

- It responds to the different security needs of women and men.
- It creates capacity to address gender issues, including gender-based violence in operations.
- Achieves full integration of women in the armed forces.
- Strengthens relations between the armed forces and the civil society.

Odora-Hoppers (2005:56) reiterates that the question of gender equity in South Africa is a re-awakening, as it includes the definition of the self, the renewal of societal gender relations, and institutional arrangements of understanding gender perspectives and relationships that previously were not possible. Odora-Hoppers (2005:56) further argues that gender is a process of ensuring that institutions respond to frameworks that create a conducive environment for women by redressing gender inequalities and fostering the empowerment of women's development.

The post-1994 priorities for the South African government had been to transform the public service for effective services and equitable representation based on race, disability and gender (RSA, 1998:4). The DOD (1998:69) emphasises that the democratic changes post-1994 required fundamental transformation of the economic relations, political structures, culture and values of the South African society. These changes, Modise (n.d.) argues, had major implications for the transformation of the South African National Defence Force which resulted in the integration process of the statutory and non-statutory forces South African Defence Force (SADF) Umkhonto we-Sizwe (MK), Azanian Peoples Liberation Army (APLA), and the Transkei, Bophuthatswana, Venda and Ciskei Armies (TBVC).

The integration process further created opportunities for both the access and advancement of women in the South African National Defence Force as they created an enabling environment to pursue gender objectives and equality for women. While women constituted the majority of the population in the country previously, they were inadequately represented in the South African National Defence Force; especially in decision-making structures to effect critical policy changes (Molekane, 1996). Currently there is only one female Major General; Chief Director Transformation Management (DOD, 2010).

Esterhuysen (2010) contends that transformation of the South African military is linked to the national democratic revolution, and places high emphasis on racial and gender representivity. The transformation of the Department of Defence (DOD) was based on the principles and perspective of the White Paper on the of the Public Service 1995, the White Paper on National Defence 1996, and the Defence Review 1998 attempt to ensure that the SANDF fulfils its responsibilities within the frameworks of organisational transformation and the achievement of representivity and equity.

The Defence Review (1996) maintains that the overarching goal of the DOD transformation is to ensure that it is broadly representative in terms of race and gender, and that the process should be equitable for all forces and failure to meet this will critically undermine the legitimacy of the SANDF. The DOD (1998) notes the significance of the broader transformation processes within the Department of Defence, and highlights the relationship between the armed forces, the defence function and the civil military obligations, and the constitutional and legal status; implying therefore that the effective application of Employment Equity in the South African National Defence Force is related to the achievement of mission readiness. This has been perceived to benefit the Department of Defence in the development and retention of its human capital, especially with critical musterings.

While the transformation process and Employment Equity are meant to redress the imbalances of the past and improve the demographic representation of the SANDF by eliminating unfair discrimination, disparities in employment and the establishment of specific measures to accelerate the advancement of the designated groups; (blacks, women and people with disabilities), these disparities mean a strive for the achievement of a diverse workforce.

This further stresses the value the department attaches to its personnel and shows that the DOD upholds a non-racial, non-sexist and non-discriminatory institutional culture, aiming to be broadly representative of its human resources (DOD, 1998). Therefore it is important that gender equity within the SANDF is regarded as a strategic priority to balance the representivity gap.

1.2. Motivation for the study

Gender transformation and equity initiatives in the public service are driven by South Africa's National Policy Framework for Women's Empowerment and Gender Equality (2000) and the Gender Equality Strategic Framework for the Public Service (2006).

The governmental imperatives of overseeing the successful implementation of transformation have to be contextualised within the scope of the integration process that was realised in the South African National Defence Force in 1994. The understanding of the constitutionality of Affirmative Action and the legislation compels both the public and the private sectors to comply with the implementation processes, thus facilitating the institutionalisation of Affirmative Action.

The SANDF implementation process has to be assessed on whether the transformation implementation process had been applied appropriately, in the light of gender targets that are difficult to meet in compliance with national

government imperatives. It is against this light that the DPSA (2006:8) advocates that the priority focus is on increasing women's participation in decision-making and the concomitant adoption of the Public Service Employment Equity target of 50% representation for women at all levels of the Senior Management System (SMS) built into the strategy for the Gender Equality Strategic Framework for the Public Service.

This should involve a concerted effort across all government departments at national, provincial and local levels to address women's empowerment and leadership development.

Cock (1991:26) argues that the politics of gender are about power relations between men and women, and therefore the focus on gender, rather than women, should be the determining factor. It means a shift away from an exclusive emphasis on women's disadvantages and differences and a focus on gender in all social structures and processes. Furthermore, Cock (1991:26) mentions that gender relations perpetuate the privileges of men and the subordination of women; especially black women.

Brynard and Hanekom (1997:24) suggest that a topic for research should be selected from the challenges identified in a particular field; hence in this research transformation procedures and processes, and its mechanisms as indicators of effective implementation, are to be evaluated. Isaaks (2008:3) concurs, as he highlights that representation is the foundation of a non-racist and non-sexist democratic society, and its achievement is the essential precondition for a legitimate public service in its strive for equitable service delivery. This can never be successful without the implementation of Employment Equity.

The SANDF is exempt from the provisions of the Employment Equity Act, 55 of 1998 (section 1, d) while supporting the implementation of the Prevention of Unfair Discrimination and Promotion of Equality Act (4 of 2000).

This Act, in essence seeks to advance and promote equality within the previous historically disadvantaged individuals whilst attempting to eliminate perceived discrimination by the non-targeted groups (RSA, 2000:1). The purpose of Employment Equity, as outlined in the Act, is to achieve equity in the workplace by promoting equal opportunities, the elimination of unfair discrimination, and the implementation of Affirmative Action measures to redress disadvantages in employment; thus ensuring equitable representation in the organisations (RSA, 1998). Affirmative Action is a corrective measure aimed at improving the conditions of designated groups previously disadvantaged by unfair discrimination, and it ensures that they benefit from broad representation and equity in the workplace (RSA, 1998:5).

Modisha (2007) reviews whether Affirmative Action and Employment Equity are currently relevant for implementation and whether Employment Equity implementation post-1994 can produce a representative workforce in the light of corporate sector competition, the brain drain and the skills shortages. His argument is that its implementation is obscured by the unintended consequences such as tokenism and 'window dressing' when chasing the transformation quotas, and the marginalisation of whites and the bulk of previously disadvantaged individuals by creating a non-racial and gender representative labour force (Modisha, 2007). He therefore argues that there is a need for a review of how the implementation can be effective to support the initial transformation prerogatives (Modisha, 2007).

The challenge regarding the implementation of Employment Equity in the SANDF is the slow improvement of gender equity targets, mainly at the decision-making level, in compliance with governmental targets and imperatives. The SANDF, like most militaries, has been predominantly a male domain with transformation objectives of improving gender equity.

Addis *et al.* (1994:xi) maintain that the consideration by the armed forces to recruit and include women in their ranks is a recent past development, and the participation of women in the Gulf War made world public opinion aware of their presence. Women soldiers are present in countries such as South Africa, United States, United Kingdom, Libya, Israel and China that are widely different in ideology, culture, political position and geography.

Therefore Addis *et al.* (1994:xii) question the implications of women's entry into the armed forces as the traditional military is regarded as the distinctive model of a masculine organisation - the objectives, behavioural norms, ethics and the entire system have assumed masculinity as a value.

1.3. Rationale and aim of the study

The governmental imperatives of overseeing the successful implementation of transformation have to be contextualised within the scope of the integration process that was realised in the South African National Defence Force (SANDF) in 1994, along with an understanding of the constitutionality of Affirmative Action. The relevant legislation compels both the public and the private sectors to comply with the implementation processes, thus facilitating the institutionalisation of Affirmative Action.

The SANDF implementation process has to be assessed on whether the transformation implementation process has been applied appropriately. This is in the light of gender targets that are difficult to achieve in compliance with national government imperatives. Further, the reality of feasibly attaining these imperatives must be noted.

Brynard and Hanekom (1997:24) advocate that the research topic should be selected due to challenges identified in a particular field.

Consequently, in this research study, transformation procedures, processes and mechanisms as indicators of effective implementation are evaluated.

Isaaks (2008:3) highlights that representation is the foundation of a non-racist and non-sexist democratic society, and its achievement is the essential precondition for a legitimate public service in it's strive for equitable service delivery. Isaaks (2008:3) further states that this can never be successful without the implementation of Employment Equity.

The SANDF is exempt from the provisions of the Employment Equity Act 55 of 1998, section 1(d). However, the implementation of transformation is supported by the Prevention of Unfair Discrimination and Promotion of Equality Act (4 of 2000) which in essence seeks to advance and promote equality within the previous historically disadvantaged individuals whilst at the same time attempting to eliminate perceived discrimination by the non-targeted groups (RSA, 2000:1). The purpose of Employment Equity, as outlined in the Act, is the following:

- Achieve equity in the workplace by promoting equal opportunities;
- Eliminate unfair discrimination;
- Institute Affirmative Action measures to redress disadvantages in employment;
- Ensure equitable representation in the organisation (RSA, 1998).

Affirmative Action is a corrective measure aimed at improving the conditions of designated employees previously disadvantaged by unfair discrimination, while ensuring that they benefit from broad representation and equity in the workplace (RSA, 1998:5).

The challenge regarding the implementation of Employment Equity in the SANDF is the slow achievement of gender equity targets, mainly at the decision-making level and in compliance with governmental targets and imperatives.

The SANDF, like most militaries around the world, has been predominantly a male domain with transformation objectives of improving gender equity.

Addis *et al.* (1994:xi) maintain that the consideration by the armed forces to recruit and include women in the ranks is a recent past development which came to the fore as a result of the participation of women in the Gulf War. Women soldiers are present in countries that are widely different in ideology, culture, political position and geography; such as South Africa, United States of America, United Kingdom, Libya, Israel and China. Addis *et al.* (1994:xii) question the implications of the entry of women into the armed forces as the traditional military is regarded as the distinctive model of a masculine organisation, and the objectives, behavioural norms, ethics and system have assumed masculinity as a value.

Modisha (2007) reviews whether Affirmative Action and Employment Equity are currently relevant for implementation, asking whether Employment Equity implementation post-1994 can produce a representative workforce in the light of corporate sector competition and skills shortages. His greatest argument is that the implementation is obscured by the unintended consequences, such as tokenism, the marginalisation of whites and window dressing, when chasing the transformation quotas (Modisha, 2007).

He questions whether a society comprising mainly previously disadvantaged individuals can create a a non-racial and gender representative labour force, arguing that there is a need for a review of how such transformation implementation prerogatives can be successful (Modisha, 2007).

Therefore, in considering the main aim of the study, what has become obvious is the fact that the main concepts informing the crux of the study are gender, gender equality, and gender mainstreaming within the military.

1.4. Research problem and objectives

The integration of the former non-statutory and statutory forces, Umkhonto we Sizwe (MK), Azanian People's Liberation Army (APLA), the armies of Transkei, Bophuthatswana, Venda and Ciskei, together with the South African Defence Force (SADF) into the South African National Defence Force (SANDF) in 1994, improved both the racial and gender representivity and the demographic outlook of the SANDF. This therefore necessitated the employment of the governmental transformation imperatives of Affirmative Action mechanisms in achieving transformation and balancing the demographic representation (Zwane, 1995).

While the SANDF has achieved racial representivity, it is not very balanced in some different rank groups, as reflected in the monthly statistical regular force distribution breakdown (DOD, 2010). A lack of gender representivity in some areas is still an enormous challenge, which highlights that there are gaps identified in ensuring an improved representation. Whilst much implementation has been focusing on racial representivity there has not been due consideration given to disability and gender representivity. The focus of this study is on gender equity within the SANDF. The slow pace of gender representivity is directly linked to the SANDF's prioritising of racial representivity (DOD, 2005).

The aim of the research is to determine the extent to which the SANDF is supportive of gender transformation and equity.

The research question therefore is: **To what extent is transformation and gender equity supported in the SANDF?**

To respond to this question the following objectives are investigated:

- The first objective is to explore the literature available on transformation and gender equity.
- The second objective is to identify factors that generally hinder gender equity and further identify such barriers within the SANDF.
- The third objective is to describe the mechanisms/strategies that will promote gender equity within the SANDF.

1.5. Research methodology

1.5.1 Research design

Gender integration and gender equity within the armed forces is receiving increasing attention, based on the social value system and the general role played by women in society. The qualitative study was conducted through a mixture of research methods: a comprehensive literature study of secondary data on transformation and gender equity complimented by focus group discussions and semi structured questionnaires. Permission to conduct the study with the Department of Defence was obtained from the Counter Intelligence Directorate of the Defence Intelligence Division (See Annexure B).

The research design assumed an exploratory qualitative study. *Welman et al.* (2005:8) maintain that exploratory studies lead to the achievement of a deeper understanding of what is being investigated, while *Babbie and Mouton* (2001:79-80) contend that exploratory studies provide familiarity with the topic when examining a new interest, based on the investigation of all available

information.

This study also aims to break new ground when recommending a feasible gender equity target for the SANDF and provides recommendations for future research. De Vos *et al.* (2005:106) concur with Babbie and Mouton (2001:79), as they emphasise that an exploratory research study is conducted to gain insight and comprehension in order to be acquainted with future research requirements.

1.5.2 *Data collection methods*

1.5.2.1 Desktop review

For the secondary literature review, the research focused on content analysis of secondary data literature (books, articles, journals, reports and other relevant material on the SANDF's transformation and gender equity programmes) that have played a role in highlighting the challenges influencing gender equity in the SANDF, and further, provide factors that facilitate gender transformation. This secondary data were sourced from the analysis of existing data (reports and policies), content analyses and statistical analyses.

Secondary data makes reference to information collected by individuals, institutions or agencies (Welman & Kruger, 2005:149). This was done through electronic literature searches, hard copy reports and policy documents. This type of data collection provided comprehensive analytical content that formed the basic conceptual framework and complemented well with what exists in the SANDF.

1.5.2.2 Semi-structured questionnaire

Secondly, primary data were obtained from the semi-structured interviews which were self-administered through a semi structured questionnaire.

Welman and Kruger (2005:149) maintain that primary data is original data collected by the researcher for the purposes of the study through interviews and survey questionnaires. The semi-structured questionnaire contained mostly open-ended questions and a few closed questions. This is a flexible approach, allowing new questions to be brought up during the interview as a result of what the interviewee says. In this case, the semi-structured interview guide or questionnaire generally had a framework of gender transformation themes to be explored.

A semi-structured interview is a qualitative method of inquiry that combines a pre-determined set of open questions (questions that prompt discussion) with the opportunity for the interviewer to explore particular themes or responses further. It does not limit respondents to a set of pre-determined answers (unlike a structured questionnaire) and also allows respondents to discuss and raise issues may not have considered in the guide. Due to time constraints and sensitivity of the topic, the semi structured questionnaire was self administered. De Vos *et al.* (2005:166) maintain that a self-administered questionnaire is handed to the respondent to complete, but the researcher should be available to provide clarification when required to do so.

Struwig and Stead (2001:89-92) assert that questions in such a questionnaire are generally designed by interviewers to determine the content area and may range from multiple-choice to open-ended questions. De Vos *et al.* (2005:166) define a questionnaire as a set of questions on a form which is completed by respondents to determine the extent to which they hold a particular attitude or perspective. In this study a semi-structured questionnaire was used to collect the information for the final analysis.

1.5.2.3 Focus group interviews

In order to complement the data, the researcher utilised focus group interviews with members in the SANDF who could provide valuable information for analysis. Focus group interviews are interviews that are conducted with a group of homogenous population, i.e. in this case personnel from the SANDF. The predetermined interview schedule was designed with themes and open-ended questions that have a bearing on the study. These ensured that the researcher was non-judgemental and unbiased.

The interview schedule guided the interview process as in principle it should not be constrained by time because new information is beneficial. Struwig and Stead (2010:99) maintain that focus group interviews use group interaction to generate data, and further, that they are carefully planned discussions designed to obtain perceptions on a defined area of interest in a permissive non-threatening environment.

De Vos *et al.* (2005:299-301) mention that the group is focused in that it involves collective activity as the researcher creates a tolerant environment that encourages participants to share their points of view, wishes, concerns and experiences without pressurising them to reach consensus. The group creates a process of sharing and comparing among participants and closes the gap between themes and the reality they expose (De Vos *et al.*, 2005:299-301).

De Vos *et al.* (2005:296-300) and Welman *et al.* (2005:166-167) maintain that focus groups and semi-structured interviews are used to gain a detailed understanding of the beliefs and perceptions of participants on the topic, especially when the topic is complex and the participants become active in the process. This is because the researcher can probe with a view to clearing any ambiguity. The focus group interview is a self-contained method and serves as a principal source of data; widely used if the group is diverse, as is the case with this study.

De Vos *et al.* (2005:299-301) mention that the group is focused in that it involves collective activity as the researcher creates a tolerant environment that encourages participants to share their points of view, wishes, concerns and experiences without pressurising them to reach consensus. Focus group interviews create a process of sharing and comparing among participants, and close the gap between people as they expose the reality and investigate complex behaviour.

1.5.2.4 Sampling

Sampling is defined as the selection of a subset of individuals from within a population to estimate characteristics of the whole population. In this study the unit of analysis is individual members of the SANDF, mainly in the Defence Headquarters, and units in the Pretoria environment, as funding constraints and the geographical location of other units did not permit the inclusion of all SANDF units.

For this study, purposeful sampling was employed for the use of focus groups, complemented by semi-structured questionnaires. Struwig and Stead (2010:122) support this approach as they maintain that this type of sampling is based on providing a sample of information-rich participants and the sample size therefore might change as the study progresses. The characteristics of the purposeful sample are as follows:

- The total sample is not drawn in advance as in quantitative research, and the characteristics to be considered in the sample include gender and age.
- The sample size is not finalised before the study commences and may change as the study progresses.

- Each sampling unit is selected only after the analysis of the previous unit and only after the provided information is considered inadequate.
- Sampling of new units continues until new information becomes redundant.

At the same time, de Vos *et al.* (2005:328-329) emphasise that purposive sampling illustrates some features that are of interest to the researcher as the researcher has to think critically about the parameters of the population.

The purpose of the study was to explore gender transformation in the SANDF and the right composition of the participants established free-flowing discussions to facilitate the strength of the interaction and produced insight to complex behaviours. Babbie and Mouton (2001:167) provide justification for a purposive or judgemental sampling as it is selected on the basis of the researcher's knowledge of the population and the purpose of the study to better understand the attitudes and behaviours of the participants.

The sample comprised SANDF members who were diverse in terms of rank, race, gender and age. The groups were inclusive of members who participated in the Department of Defence Gender Forum and the Gender Mainstreaming Council, as well as those that did not participate in these bodies. The focus groups were put into three groups of 20 members each.

All groups did not necessarily meet the desired target numbers. In total, 200 questionnaires were distributed to each member of the FGD to respond the semi structured questions. The responses were either hand-delivered back to the researcher or were picked up by the researcher. These questionnaires contained a clarification note highlighting the purpose of the study, the expectations from the participants, and further included the contact details of the researcher and a word of thanks for their participation.

1.5.3 Data collection method /fieldwork

The data collection process was conducted over a six to eight-week period, where focus group interviews and questionnaires were administered.

Note should, however, be taken that the unit of analysis from which the final data for analysis could be drawn was smaller than initially planned, due to the withdrawal of certain participants from the focus groups and non-returned, spoiled or incomplete questionnaires.

The majority of the respondents targeted to complete the questionnaire were identified to be representative of the Department of Defence Transformation process, and therefore would be informed on the perceptions and attitudes towards gender equity and transformation within the department. In this study the participants for both focus groups and questionnaires were ($n = 200$) (n) being the sample size, which is more important than the percentage of the total population (Welman *et al.*, 2005:71). Furthermore, Welman *et al.* (2005:70) mention that the sample size is governed by the following factors:

- The confidence that the characteristics of the data collected will represent the characteristics of the total population.
- The types of analyses that are going to be undertaken and the categories that the data will be divided into.

1.6. Data analysis

This study analysed data available in relation to the topic of transformation and gender equity within the SANDF, implying therefore that data was filtered first and only critical and relevant data selected. De Vos *et al.* (2005:333-335) argue that data analysis is the process of bringing order, meaning and structure to the collected data in the search for general statements about relationships,

as determined by the purpose of the study.

Since most of the data were collected qualitatively; narratives and comments made by the participants were analysed using NVivo software and interpreted.

This involved grouping the data into thematic areas and re-coding it. NVivo is intended to help researchers organise and analyse non-numerical or unstructured data and allows classifying, sorting and arranging of information; and examining relationships in the data.

The quantitative data, e.g. demographic characteristics of the respondents sourced from the questionnaire responses, were entered and analysed in SPSS (Statistical package for Social Scientists) version 18.0 and interpreted using simple statistical analyses, graphs and frequencies.

1.7. Overview of chapters

Chapter 1: Provides an orientation and introduction to the issues of transformation and gender equity, the rationale for undertaking the research study, discussion of the problem statement, objectives, research design and the methodology employed on which the study is premised.

Chapter 2: Provides an overview and insight of the SANDF, and further discusses the transformation implementation processes in support of gender mainstreaming; contextualising the strategies and mechanisms. The challenges to gender equity are also examined. It also discusses the conceptual framework and the literature review related to the study of gender transformation and equity. Included in this chapter are the related concepts of Affirmative Action and Employment Equity.

Chapter 3: Focuses on the exploratory study pertaining to research aims, data collection, design and analysis, and the measurement tools used.

Chapter 4: Presents the results of the study, sampling procedures employed, and highlights the experiences and perceptions gained through the investigation. Furthermore, it outlines the interpretation and analysis of the findings on the transformation process and gender equity in the SANDF.

Chapter 5: Presents the conclusions emanating from the study and further consolidates the recommendations.

1.8. Conclusion

This chapter provided an orientation and introduction to the issues of transformation and gender equity. The rationale for undertaking the research study was also discussed. The rest of the chapter comprised a discussion of the problem statement, the research objectives, the research design, and the methodology employed on which the study is premised.

The following chapter focuses on the conceptual framework of the study by means of a literature review on the issues of gender transformation and equity. This chapter also discusses the related concepts Affirmative Action and Employment Equity. It will also highlight the factors that impact on gender equity in the armed forces and furthermore elaborate on the theories of a military organisation and contextualise these in relation to gender and family issues and the challenges experienced by women in the military.

CHAPTER 2 THEORETICAL FRAMEWORK

2.1. Introduction

The previous chapter focused on the orientation and introduction to the issues of transformation and gender equity, the rationale for undertaking the research study, discussion of the problem statement, objectives, research design and the methodology employed on which the study is premised.

This chapter presents a theoretical framework that is aimed at conceptualising the constructs of transformation, equity and gender within the context of a military environment, and most especially within the SANDF. Other related concepts will also be reviewed, aligning these constructs to specific theories, examining the significant mechanisms responsible for facilitating effective gender transformation, and outlining the main challenges experienced.

2.2. Transformation and gender equity

The past three decades have witnessed a steadily increasing awareness of the need to empower women through measures to increase social, economic and political equity, and broader access to fundamental human rights, improvements in nutrition, basic health and education. Along with awareness of the subordinate status of women has come the concept of gender as an overarching socio-cultural variable, seen in relation to other factors, such as race, class, age and ethnicity.

It is therefore of critical importance that transformation and gender equity in South Africa post 1994 are understood within the context of the national¹ gender framework machinery which has its origins in the Presidency. This has the core objective of institutionalising gender transformation and equity within the public service, including the SANDF. Thus the gender transformation and equity ideal in the SANDF is an anomaly, as by virtue of the mission and purpose to be served, it has been predominantly a male domain and currently remains so.

In pursuing the study of gender transformation it is therefore crucial that gender becomes an integral part of the defence reforms as the integration of gender into the defence sector involves bringing the experience, knowledge and interests of women and men into more responsive policies and structures. Addressing gender issues in defence must meet the diverse security needs, which depend on factors such as age, sex, ethnicity and physical ability and religion (Bastick & Valasek, 2009:4).

Gender is not synonymous with women, nor is it a zero-sum game implying loss for men; rather, it refers to both women and men, and to their status, relative to each other. Gender equality refers to that stage of human social development at which the rights, responsibilities and opportunities of individuals will not be determined by the fact of being born male or female; in other words, a stage when both men and women realise their full potential (World Economic Forum, 2005).

Armstrong (2006:352) argues that organisational transformation is the process of ensuring that an organisation can develop and implement major change

¹ National Gender Framework Machinery: Provides the vision for gender equity and equality spearheaded by the Office on the Status of Women in the Presidency.

programmes that will ensure that it responds strategically to new demands and continues to function effectively in the dynamic environment in which it operates. Organisational transformation activities may involve radical changes to the structure, culture and processes of the organisation, i.e. the way it looks at the world. This may be in response to competitive pressures, mergers, acquisitions, investments and changes in technology, product lines, markets, cost reduction exercises and decisions to downsize or outsource work.

Transformational change may be forced on an organisation by investors or government decisions. It may be initiated with the intention to turn around the business. Transformational change means that significant developments are planned and implemented that incorporate structures and organisation-wide processes. Therefore the change is neither incremental nor transactional. PSC (2009:17) highlights that change management as a transformation indicator has to subscribe to the following performance indicators for compliance review:

- The Department is representative of the South African people and it implements diversity management measures.
- An Employment Equity policy is in place and an Employment Equity (EE) plan is submitted to the Department of Labour on an annual basis.
- Affirmative Action (AA) surveys are conducted and EE plans are in place as required by law.
- AA accountability is integrated into the performance management and development system.
- Implementation of AA and EE is monitored and reports are produced as required by law.
- The Gender Mainstreaming Framework is implemented.

- All representivity targets are met within a set timeframe to ensure that there are 50% women within senior management by 2009, and 2% of those with disabilities by 2010.

Irving (2006:109) argues that the process of ensuring women representation across all sectors of society has to include all informal and informal dimensions; i.e. recruitment and selection of women, structural adjustments, enactment and the enforcement of equality legislation, as structures, institutions and processes are not merely the pre-conditions for gender equality, but are embedded in the way the organisation is responding to representation and the advancement of the needs and interests of its members to facilitate the attainment of rights and equity.

Papalia and Olds (in Seloane, 2002:13) maintain that an AA programme may undergo significant changes without losing its form, and this makes the perception of possible change, as change is an attribute that involves a comparison between what the programme was and what it is today with all its intended consequences. Castle (in Seloane, 2002:14) emphasises that Affirmative Action is a process designed to achieve equal employment opportunities and therefore to achieve this goal, the barriers in the workplace which restrict employment and progression have to be systematically eliminated; hence the greater necessity for gender integration to bridge the gap.

Affirmative Action as a gender transformation process, advocate Swanepoel *et al.* (2003:118); it is meant to address vast inequalities prevalent in society. Further, the political success to manage the socio-political challenges will depend largely on the seriousness of the leadership of South Africa; one that is not only capable of promulgating the relevant legislation but also considers the impact, because the dilemma facing the country is how distributive justice will be managed (Swanepoel *et al.*, 2003:118).

This implies therefore that the fairness of applying social rules has to be harnessed, caution exercised, and the unintended consequences prevented (Swanepoel *et al.*, 2003:118). Further to this, Swanepoel *et al.* (2003:121) maintain that the concept of Affirmative Action is disguised in that it cannot be readily comprehended as to its actual meaning as it is observed as an attempt to eliminate discrimination and promote equal access to opportunities by employing preferential treatment. Despite this racial preference, gender advancement is sacrificed at the expense of race though the treatment has to include gender empowerment.

Swanepoel *et al.* (2003:127) elaborate and contend that there are contradictions and controversies with equality and Affirmative Action principles as they negate distributive justice. This is because the beneficiaries of Employment Equity receive preferential treatment and merit, as a principle, while culture is influential in determining the subjective application standard. This situation leads to discontent in the workplace, signifying that the strive for equality compromises merit. Further, Swanepoel *et al.* (2003:127) maintain that Employment Equity has two main areas of focus; the prevention of unfair discrimination and the institutionalisation of Affirmative Action measures by designated employers - these should be applicable to gender equity.

Swanepoel *et al.* (2003:122) contend that Affirmative Action, as a proactive remedial measure, is designed to bridge the gap between gender equity, equality of employment opportunity, and substantive equality of opportunity. This implies that issues of fairness should prevail while considering redress, and utilising the constitutional principles and the imperatives outlined in the implementation framework because the SANDF promotes gender representation.

Therefore, the transformation of South Africa should inform goals and objectives aimed at promoting gender equity, empowerment and the development of women, based on the understanding that these will create conducive conditions in the strive for parity and equitable representation in organisations, both in the public and the private sectors (The Presidency, 2000).

2.3. Factors impacting on gender equity in the armed forces

2.3.1 Theories of the military organisation

A common observation regarding the participation of women in the armed forces is that there is great variation regarding the extent to which different countries have integrated women. These variations range from a total absence, rank limitations, segregated training and severe functional restrictions to relatively open career patterns and access to combat roles (Carreiras, 2006:95).

Theories of the military change suggest that armed forces have difficulty in fostering innovation. Militaries are resistant to change and do so when they have to respond to perceived threats and technologies and global systems that compel the organisation to change.

According to Davidson (2010), military actors need external forces to change and they pronounce on three categories of theories:

Organisational theory: Organisational theory maintains military organisations are highly resistant to change as a result of structural systems, norms standards and procedures.

Bureaucratic politics: This theory posits that the views held by the dominant group in the organisation define the mission and capabilities. Roles that challenge this essence will be rejected unless they enhance the importance and influence of the organisation. The military resists changes that impact on stability.

Organisational culture and military change: The theory advocates for conventional wisdom of an organisation and the essence of values and norms to perform the military mission.

Nuciari (in Caforio, 2003:78-79) contends that the Institution/Occupation model, also known as Moskos model, proposes that the institutional traits can co-exist within a military force and take different shapes as it becomes legitimated in terms of values and norms subscribing to the concept of military professionalism. Harries-Jenkins (in Pinch, MacIntyre, Browne & Okros, 2006) argue that the Institution/Occupation model derives its legitimacy from traditional norms and military cultural values that depict a paternalistic custodial management style.

This shift, it is argued, is a movement towards the accommodation of previously excluded groups, including women, and the motivation for this change is the need to maintain an operationally effective force that will be able to meet equal employment opportunities and new gender equity demands. Moreover, Carreiras maintains that the Career/Interactionist model argues that individuals and the military system define their intentions based on the military roles and the organisational goals to be fulfilled (2003:80-81). Gender, therefore, as social institution, is constituted by collectives of people who interact and develop distinct social practices. Institutions therefore have legitimacy through their norms and values (Martin, 2004).

This leads to the comprehension that the global representation and recruitment policies that should facilitate the integration of women in the military.

However, it reveals little about the nature and characteristics of gender integration as fundamental differences regarding women's roles remain invisible (Carreiras, 2006: 98). Beyond that, Fasting and Sand (2010) argue that military transformation has been noted to resemble a shift from modernity and has assumed a focus on universalism, structure and objectivity towards post-modernity, and places more emphasis on constructivism, complexity and contextuality.

The implication for the SANDF is that both men and women have to comply with the military value system, while pursuing their careers, and understand that their roles in the armed forces are combat-oriented (mainly males) and technical/administrative (both males and females) where such interaction is ethical and consistent. Therefore the prevailing interdependencies of the existing relationships are determined by the importance of the mission and the rationality attached to them.

2.3.2 Striving for gender equity in the military

The integration issues in militaries the world over have revolved mainly around the changing role of women in the armed forces, whereas traditionally, women have served mostly in non-combat roles of administration and nursing and recently have been included in combat roles. In the reconstituted SANDF women were encouraged to enlist as the government was committed to building a working environment free of all forms of discrimination, including gender (Menon & Kotze, 2007).

In spite of the increased participation of women in the military, gender representation continues to be a debate of great significance. Arguments against allowing women include physical and emotional differences, sexual behaviour, impact on unit cohesion and morale, and the basic moral position that women should be protected from death, injury, capture or torture.

Caprioli (2000) maintains that the gender debate goes beyond the analysis of the gender gap between men and women but stretches to the measure of gender equity and the evaluation of women's social, political and economic equality in relation to that of men. Carreiras (2006:1) argues that in most western militaries, women gained access in the beginning of 1970 and this marked a break with tradition. Women have progressed and have been offered equal opportunities and they participate in positions previously exclusive to males, but only due to increased pressure for gender equity and equality, elimination of unfair discrimination, and the professionalisation of the military.

Therefore the presence of women in the military has contributed to the emancipation of women and the negation of stereotypes associated with men as warriors and women as non-combatants. Carreiras (2006:7) further maintains that women's roles have drastically changed as they served in both world wars in non-armed support services roles. These positions can, however, be attributed to the recruitment and the utilisation of women; especially their inclusion during confronted risks when society was undergoing extensive political and social changes, implying therefore that increased participation of women in the military occurs when military values are perceived to be compatible with women's service beyond the threat to national security.

Resolution 1325,² adopted by the United Nations Security Council at its 4213th meeting on 30 October 2000, reaffirmed the significant role played by women in the prevention and resolution of armed conflict, whilst also stressing the importance of the equal participation and involvement to enhance their decision-making role and the protection of international humanitarian rights of women (UN, 2000).

² Resolution 1325 adopted by the United Nations Security Council at its 4213th meeting on 30 October 2000 reaffirmed the significant role played by women in the prevention and resolution of armed conflict.

2.3.3 *Participation of women in the military*

The larger representation of women in the military is associated with the state of the economy - the greater percentage of women in the military influences their increased presence in the labour market because women's involvement in the labour market brings about structural changes that make military service compatible with women's roles (Carreiras, 2006:13). The quest to explain female participation in the military relies on the fact that this participation becomes a necessity when society is at war and the modern military institution manifests its greater structural complexity (Nuciari, 2003:280). Furthermore, Nuciari (2003:280) asserts that women become a substitutive human resource for the support and service tasks which are not directly linked to combat, thus saving men for combat.

Nuciari (2003:282) maintains that the participation of women in the military increases with operations such as military operations other than war, and that this is further increased by the fact that entrance into the armed forces is voluntary.

Table 2-2-1 The presence of women in the armed forces

Country	Number of Women	Total Active
South Africa	15 771	66 444
Kenya	*	24 140
Lesotho	*	2 000
Botswana	*	10 500
USA	200 337	3, 385 400
United Kingdom	17 900	435 500
Israel	Women comprise 34% of the total number of soldiers	629 150

Source: CIA World Fact Book: May 2010, * Information / Statistics not available

Table 2-1 above reflects the active strength of the armed forces and the presence of women in the respective countries. The position of women in these countries is substantiated below:

South Africa: Women in the SANDF appreciate an enabling environment that will eventually eradicate obstacles in the pursuit of gender objectives and equal opportunities. They are tools to be used to achieve representation of women in the SANDF, particularly in decision-making bodies. Opportunities for women in the SANDF are increasing at all levels, at various rates. However, women in the SANDF do not have enough decision-making power.

Kenya: Kenyan women recruits first joined the military in 1972 and were seconded to the Women's Service Corps. This was disbanded in December 1999 and its personnel were integrated into the mainstream formations of the Armed Forces. They served under the same terms and conditions as their male counterparts to suit their special individual needs.

In the Kenya Army, women are found across the whole spectrum of careers, including drivers, mechanical and electrical engineering, communications

technicians, clerks, accountants, military police women, lawyers are also accommodated within the Infantry (Ministry of State for Defence (Kenya), 2010).

Lesotho: In the Lesotho Defence Force there is no conscription but voluntary military service, and women serve as commissioned officers.

Botswana: Botswana remains one of the few countries in the world and the only country in the South African Development Community (SADC) where females are legally prohibited from joining the military. The political and social pressure in the 21st century has softened the opposition of many influential politicians and bureaucrats to call for inclusionary statutes (Mophuting, 2003:3).

United States of America (USA): Women serve in most areas of the armed forces, but are excluded from submarines and combat areas where the enemy is engaged on the ground with weapons or exposed to hostile fire or direct physical contact. The USA has the highest number of highest ranking senior women officials; four females with three-star equivalent rank of lieutenant general. The participation of women in the USA military is the highest amongst all NATO countries.

United Kingdom (UK): Women serve in all specialisations, except those where the primary duty is "to close with and kill the enemy". Women are therefore excluded from the Royal Marines General Service (as Royal Marine Commandos), the Household Cavalry and the Royal Armoured Corps, the Infantry and the Royal Air Force Regiment. Women deploy alongside their male counterparts and there are no restrictions on their deployment, unless they are pregnant.

Israel: Military service in Israel is compulsory and conscripts are both women and men. Women do not engage in combat, but mainly serve in support areas.

The Israeli military is based on a gendered division of labour, aptitudes and competencies.

Military service for men is 36 months and 24 months for women. The gender distinction is perceived as discrimination and the exclusion of women from positions of prestige and power.

In relation to the presence of women in the armed forces, Juma and Makina (2008) contend that South Africa is leading in Africa, with women in the armed forces comprising 22% of women in the SANDF, while Botswana recently accepted the first female recruits after 20 years of pressure from gender activists in that country.

Table 2-2-2 Selected countries where women serve in the military

Country	Total Number	Total No of Women	Percentage of Women
Australia	55 200	7 400	13.4%
Canada	60 600	6 100	10.1%
China	2 480 000	136 000	5.5%
France	317 300	22 790	7.2%
Germany	332 800	1 440	0.4%
Netherlands	56 380	1 920	3.4%
Russia	1 004 100	145 000	14.4%
South Africa	69 950	16 998	24.0%
United Kingdom	212 400	15 860	7.5%
United States of America	1 354 828	194 820	14.4%

Sources: Mophuting, 2003: 67; Adapted from International Institute for Strategic Studies, 1999-2000).

2.3.4 Family structure

Family responsibilities determine the enrolment of women in the armed forces and are mostly related to issues of marriage and birth of children.

At a very late period in life they are highly influenced by the state of national security threats as when it is high, more women will be recruited in the armed forces, whilst it is also noted that in countries with low security threats but having cultural value systems supportive of gender equity, women's participation increases because the greater the relative importance of ground combat the lesser the role of women becomes essential (Carreiras, 2006:14-15).

Furthermore, it is argued that the experience of legal challenges against women in the armed forces is also as a result of men's domination over women; legislation on divorce, subjection to domestic violence and global media attention to sexism, the military is a fundamental site for the construction of gender and largely its contribution to the retention of women in the military (Winslow, 2006).

Hornig (1994) argues that individual readiness is vital for combat readiness. The significance of family support and readiness are therefore critical for both men and women in the armed forces to achieve the desired mission. The notion of understanding that care for families is sustainable when military commitments are pursued will increase performance, enhance the physical and psychological well-being of individuals, and ultimately lead to their retention within the force. The Department of Defence Resilience programme is perfectly suited for peacetime, internal and deployment forces. It offers counselling and readiness assessments for soldiers to ensure that their coping capacities are strengthened.

Kgosana (2010) emphasises that the significance of family support is also enhanced by the extended family as they are networks beyond the nuclear family. Extended families are not only important for interaction and communication only, but also for sharing resources. Extended families assist in the social and economic re-adjustment of nuclear families.

Therefore it can be deduced that the level of women's participation in the armed forces is dependent on the technologically advanced militaries, high or low threats to national security, support functions mainly undertaken by women, culture and the social construction of gender, and social values regarding gender equity.

When considering female concerns, they also impact on their utilisation, such as the effect of pregnancy on deployability, parental and family concerns and the impact of sexual harassment. In the SANDF the young women recruits of the Military Skills Development Programme (MSDS), a programme aimed at enhancing the rejuvenation initiative, will have their contracts terminated with immediate effect if found to be pregnant before their term expires.

Within the military, it can therefore be deduced that it is a gendered organisation because gender is considered a significant element in understanding the structure of advantage as it is based on gender divisions of hierarchical power, and is male dominated in relation to numeric representation and functionality by rank; especially in the core areas of the institution. Despite the increase in the representation of women throughout the military, it is also a realistic assumption that male dominance will continue to exist in the future.

2.3.5 *Gender relations in the military*

One of the key objectives of gender equity is the transformation of gender relations to shape them into a process that acknowledges their compatibility to the broader institutional change machinery (Presidency, 2000: iii). Carreiras (2006:25) therefore maintains that for gender equity to prevail, and women to be fully integrated within the military, there have to be supportive gender relations and the military must be a gendering institution. This is because gender dynamics impact on the definition of gender roles, as well as issues of sexuality which are critical for the integration of women in the military.

Seegers and Taylor (2008:358-360) are of the opinion that the equality and representivity equity clauses in the Constitution are the clearest differences between pre- and post-1994 as the apartheid state functioned through racial supremacy with the exclusion of the majority which then was illegitimate. They further maintain that the categories of representivity are endless, and the emphasis of gender equity and the representation of women into mainly public institutions, as entrenched in the Constitution, is a corrective exclusion (Seegers & Taylor, 2008:358-360).

The argument is premised around the position that women bring special and unique perspectives to the military, and therefore should not be excluded; the exclusion of women in combat is as a result of this thinking. Heinecken (2000) contends that the South African armed forces have been politically and legally compelled to implement gender equality and equity in the SANDF in cognisance of military, societal and cultural factors including race, class and gender that impact on the attitudes of women serving in the South African National Defence Force. The challenges the military faces in implementing gender equality is because of the argument that women are less capable of performing under the stress of combat (Heinecken, 2000).

She argues that it cannot be substantiated, and further to that, the presence of women negatively influences social cohesion during combat, while arguing that social cohesion is impacted by the different tasks given to men and women on the basis of their gender (Heinecken, 2000). She advocates that effectiveness is therefore linked to performance, and the ability to harness the skills and knowledge of all members in the strive for the achievement of the mission (Heinecken, 2000).

Cock (1991:26) disputes the issue of highlighting women when she contends that the politics of gender in South Africa are mainly a reference to power relations between men and women, and therefore she argues that the emphasis should be on gender, rather than women.

This is because the focus on women shifts the importance of women's disadvantages and differences to the organisation of gender in all social structures and processes, arguing that masculinity is constructed to suit the power domination of the male role of being protectors (Cock, 1991:26).

Further, she notes that gender relations are perceived to be beneficial to men and perpetuate the subordination of women (Cock, 1991:26).

Cock (1991:51) maintains that in the South African Defence Force during wartime, the discourse of militarism permeates the entire society as it touches men and women differently; drawing on existing definitions of gender, but war brings about transformative social change and redefines relations between men and women beyond the traditional domestic roles. This is a concept realised in the pre-democracy period regarding the demarcation of the role and utilisation of women not only in supportive roles, but in combat and deployment during peace support initiatives (Cock, 1991:51).

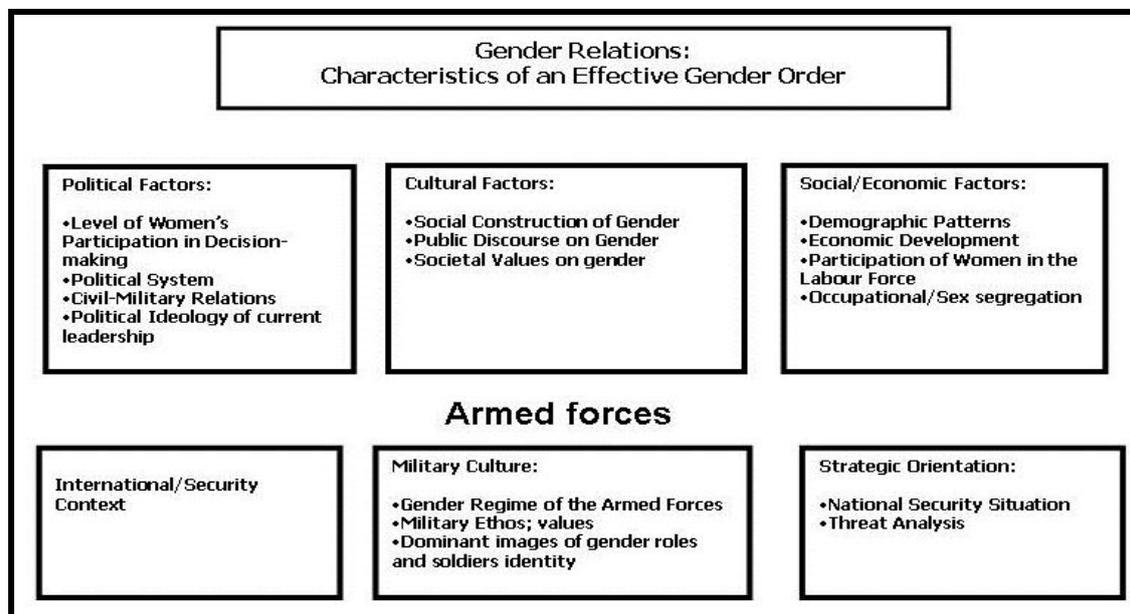


Figure 2-1 Factors affecting women's participation in the military

Source: Adapted from Carreiras (2006:19).

In ensuring that the full integration of women in the armed forces occurs systematically, Bastick and Valasek (2009:5) suggest that defence forces should be representative of the society they serve.

Women are under-represented in the armed forces, and even without formal barriers there are ceilings to women's career advancement. Figure 2-1 above depicts factors affecting the integration of women into the armed forces.

2.4. Challenges to gender equity

Blacksmith (1992:8) argues that transformational change in any bureaucratic organisation is difficult. When the policy changes affect the fundamental values of the organisation, the resistance to change is likely to be intense and requires constant monitoring over long periods in order to ensure effective implementation (Blacksmith, 1992:8).

This situation can be compared to the access to the military by women and the increased career opportunities for them to participate, furthering their careers not only in support functions as they were previously channelled, and their deployment in combat situations in Iraq (US and UK) and other conflict zones in Africa (SANDF: Burundi, Sudan, the Comores and the Democratic Republic of Congo). In the SANDF the Military Health Service is the only service which has an over-representation of women; i.e. 53%, due to the nature of health professionals (nurses, social workers, psychologists, doctors and the medical support corps).

Notwithstanding the above argument, Heinecken (2000) maintains that due consideration has not been seriously given to gender equality within the militaries, particularly in combat roles, and this situation will only be taken care of once there are inadequate men to serve.

The demand for women and their role will only be recognised then, which will result in their assignment in critical combat positions.

Addis *et al.* (1994:xiii-xvi) concur with Heinecken (2000); both arguing that while women in the armed forces are highly skilled and capable, their utilisation is influenced by the military ideology, organisational culture, and societal values systems that entrenches gender roles. Combat technology, weaponry systems, and national security factors disempower them and retard their advancement (Addis *et al.*, 1994:xiii-xvi; Heinecken, 2000).

In the likelihood that other factors are perceived to be associated with the presence of women, Wildschut (2008:95) argues that institutional and infrastructural support to promote gender equality do not ensure equality of treatment, participation in decision-making, or avoiding subtle discrimination against women. Maintaining a patriarchal value-system is inexcusable as the vision and strategic goals of gender transformation therefore cannot be realised, and he argues that organisations will not achieve gender equality as the National Gender Machinery should be operating in an environment that is supportive of gender equity and women's empowerment (Wildschut, 2008:95).

Carreiras (2006:32-33) maintains that organisational dynamics and power structures are the key factors for understanding behaviour and strategies between men and women, and these affect the discourse, length of career path and increase in skills. He argues that those in minority groupings such as women are unlikely to develop the necessary motivation that would allow them to improve their situation because they tend to limit their aspirations, have low self-esteem, and seek satisfaction in activities outside of their work or interrupt their successful military careers (Carreiras, 2006:32-33).

This therefore begs the question as to why women in the military will perpetually be in the minority as the proportions and social composition of women signify under-representation for them to have considerable influence.

They are perceived by their male counterparts as tokens of transformation, rather than independent individuals. This situation, argues Carreiras; (2006:33), is assumed to foster social segregation and may lead to the development of compensation strategies either by over-achievement, hiding their successes, or turning against their own people and impacting negatively on performance.

Also noted is the degree of intrusiveness where the presence of minorities is threatening to those dominant groupings, mainly the males within the military, resulting in gender stereotyping and a devaluation of women's work. This is because men in male dominated environments have more to lose with the intrusion of women; intrusiveness interacts with gender status and the presence of women in a male environment may result in resistance (Carreiras, 2006:39).

Similarly, Nuciari (2006: 288-289) argues that challenges experienced by women in the armed forces can be distinguished into two groups. First, there are difficulties associated with adaptation to infrastructural facilities (especially with women pilots where the re-adaptation concerns physical requirements) and an often harsh environment with uncomfortable environmental conditions of sexual harassment (in its various forms and manifestations), and issues of feminine hygiene, especially during training.

Secondly, there are difficulties associated with sustaining and retaining women in combat and efficient performance where conditions are worsened by the impact of women's position gender minority.

2.5. Limitations to women's integration in the armed forces

Gender integration in the armed forces is experienced differently from country to country, and also depends on whether the country is conscription-based or

has a volunteer force.

The presence of women in the military is influenced by the combat situation, and volunteering makes their entry more challenging when compared with employment in the public sector which might not have the restrictions experienced in the military.

It can therefore be argued that women's presence in the armed forces is linked to the negative impact of unit cohesion and the influence of gender integration on combat readiness. Nuciari (2006:290) maintains that in the military male solidarity, male bonding and unit cohesion (peculiar to males only) are considered at risk as a consequence of the turbulent effect of gender integration and equity within the military. Consequently, she dispels the notion that gender mixed groups are not able to ensure cohesion and realise organisational goals with the same efficiency that would be found in male-dominated groups, implying that the male brotherhood image and buddyship is perceived to be under threat (Nuciari, 2006:290).

Related to the above-mentioned issues are the entry of women in the armed forces where the adoption of gender integration should be exercised with extreme caution to minimise radical re-adjustment whilst considering the legal imperatives of maternity leave and medical benefits that women in the armed forces are also entitled to receive. Hudson (2000) maintains that gender integration in Africa, particularly with peace support operations, is an anomaly, given the many challenges experienced politically, socially and economically.

In view of the preceding arguments, Yukl (2006:284) suggests that change in organisations should be a top management-driven approach as they can influence the organisation culture and encourage learning and innovation. He further contends that organisations should view resistance to change as energy that can re-directed to improve change as it is compounded by systemic dynamics at the individual, group and organisational level (Yukl, 2006:284).

This situation would be able to identify employees impacted by morale and then harmonise their circumstances.

2.6. Mechanisms for enhancing gender integration

Boyce and Herd (2003) maintain that the continuing emphasis on the need to fully utilise women in leadership skills in predominantly male environments highlights the need for understanding gender stereotypes and leadership characteristics perceived to be associated with certain careers. These perceptions are detrimental to gender equity and have to be eliminated.

The inclusion of women in positions that were traditionally reserved for men was as a result of legal changes by mainly feminist women in the 1990's. These changes were aimed at promoting greater gender equality in the military (Rimalt, 2007). Women's integration into the traditionally masculine roles in the military does not undermine the gendered structure of this institution. The liberal feminist approach emphasises gender sameness, equal treatment, and that women's equal participation in the military is an important manifestation of equal rights as it enhances the vision of gender integration. However, contrary to that, Rimalt (2007) contends that despite the fact that military was the preserve of men, those women who had an opportunity to enlist also adopted the masculine tendencies and they distanced themselves from traditional femininity.

Seegers and Taylor (2008:365) argue that strategies for gender integration in the armed forces should stress the purpose of empowering women through the interrogation of barriers to entry and the creation of conditions for organisational success, personal growth and participation. Moreover Seegers and Taylor (2008:365) advocate for increased recruitment and retention strategies for women to ensure their representation at different levels of influence within the military.

2.7. The South African context

2.7.1 *The South African model*

The National Gender Policy Framework provides momentum to the implementation of South Africa's commitment to the Beijing Platform of Action adopted in 1995, and the 16 articles of the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) which South Africa has ratified (Presidency, 2000:5). It is within this context that the Presidency (2000:ii-vi) specifies that the National Gender Policy Framework a cooperative approach towards the achievement of gender equality in South Africa and further highlights the following guiding principles:

- There is equality for all persons and non-sexism and non-racism is enshrined in the Constitution of South Africa.
- Women's rights should be seen as human rights.
- The enactment of laws that take into account the needs and aspirations of women.
- Affirmative Action programmes targeting women should be developed.
- Serious attention should be paid to changing policies and practices which hinder women's access to basic needs and decision-making.
- Appropriate gender equality training is provided to policy makers to improve knowledge, skills and attitudes in gender analysis.
- The transformation of existing institutional values, norms and cultures which hinder gender equality.
- The development of performance indicators with priority areas to ensure effective monitoring and evaluation of progress.

The Gender Equality Strategic Framework for the Public Service is premised on the promotion and protection of the rights of women, while the fundamental objectives of the strategy are to facilitate the development of mechanisms and interventions by government departments for the creation of an enabling environment, equal opportunities, mainstreaming of gender equality and creating a barrier-free workplace illustrative of a transformed public service (DPSA, 2006:7-8).

2.7.2 The South African National Defence Force

Militaries around the world have moved from conscription to volunteerism and full professionalism, reinforcing the need for equal opportunities and gender equity. In 1997 the SANDF first entrenched multiculturalism and diversity management as a point of departure to improve recruitment and access to the military by women and other races.

Prior to 1993 access was based on regionalism and the enlistment in the homelands (Transkei, Venda, Bophuthatswana and Ciskei-training was conducted by the previous South African Defence Force (SADF).

Cock (1991:197) argues that equal rights for women have been prioritised since the liberation struggle and the fight for the emancipation of women which has special relevance to South Africa. South Africa was perceived as taking a revolutionary stance because it included the transformation of the existing order against women. Segal and Babin (2000) argue that when a military institution is undergoing a transformation process, compliance with the democratic principles require considerations of the mission, structure and roles of the armed forces.

After the 1994 integration process, the SANDF, as it became part of the public service, was also subject to legislation that led to changes in the racial and gender profile of the military. This resulted in a situation of divergence in both the cultural and value-system of previously conventional and revolutionary forces. This created internal insecurities, conflict and uprisings as the changes institutionalised were perceived to be the military culture of the SADF.

This implied that treating individuals with respect and dignity, instilling tolerance and fostering human working relations was essential, and therefore people could not be coerced into this process as this situation was impacting on organisational performance and effectiveness.

The SANDF was compelled to inculcate an acceptable value system which incorporated ethics and professionalism as core values, create synergy between racial and gender ideologies. Winslow, Heinecken and Soeters (2003:302) suggest that intercultural competence is critical in the daily operations of military organisations, especially the SANDF as they are diverse in terms of ethnicity, gender and religion. Further, they also have to provide a gender tolerant work environment, emphasising that internal diversity within the SANDF is a result of major social change in the new South Africa.

Price (2004:447) contends that organisations benefit from the acknowledgement that equality of opportunity is essential, and the enthusiasm coupled with its implementation, because this leads to a diverse workforce that is committed to effectiveness, a competitive edge, service delivery, and performance improvement. Meyer and Botha (2000:360) argue that Employment Equity, organisational transformation, and other interventions can only be successful if implemented within an appropriate organisational climate which is non-threatening, participative and purposeful – one where all the members are fully conscious of these ideals.

Ideally, Figure 2-2 (further on in this section) would offer consolation if Employment Equity could be handled like a project with a start and end date, but now it has been operational from the last 17 years and does not appear as if it is about to end and gender representation has not been significant.

Wildschut (2008) contextualises the South African gender framework and examines the structures and intervention mechanisms flowing from the Office on the Status of Women, the Constitution of South Africa of 1996, the Commission on Gender Equality, and the National Policy Framework on Women's Empowerment. These, she stresses, set the scene for gender equality. This therefore instils a warning that we cannot be complacent with the assumption that while there is visible progress it amounts to the achievement of gender equity and equality.

It is of significant to note that the South African approach relied heavily on compliance with constitutional imperatives, implying that previously disadvantaged groups (blacks, women and people with disabilities) are entitled to preferential treatment in recruitment, promotions, economic empowerment and preferential procurement. It is therefore against this background that the Commission on Gender Equality (CGE) was established in terms of Section 187 of the South African Constitution to strengthen constitutional democracy (CGE, 2005:1).

Furthermore, the Commission on Gender Equality Act (CGE Act) 36 of 1996 mandates the CGE to ensure the achievement of the following areas:

- Promote respect for and the protection, development and attainment of gender equality.
- Investigate gender related complaints from members of the public or on its own initiative.

- Monitor and evaluate policies and practices of state organs, state agencies, public bodies, and the private sector in order to promote gender equality and the rights of women. The CGE may make recommendations regarding the protection and promotion of gender equality.
- Develop, conduct and manage education and information programmes to foster public understanding of matters pertaining to gender equality.
- Evaluate any of the following Act of Parliament, systems of personal and/or family law, custom and/or customary practices, systems of indigenous law, or any other law.

This mandate enables the CGE to attend to the existing gender imbalances in South Africa and the advancement of the status of women (CGE, 2005:1-2). Employment Equity is accepted as a transformation process within the Department of Defence. Armstrong (2007: 352) conceptualises organisational transformation as the process of ensuring that the organisation develops and implements major change programmes that will ensure that it responds strategically to new demands and continues to function effectively in the dynamic environment in which it operates.

This implies, therefore, that the integration process within the SANDF necessitated changes in the command levels for the decision-making intent and racial and gender balance, utilising both the promotion of equality and Employment Equity mechanisms. Armstrong (2007:352) further stresses that organisational transformation demands radical changes to the culture of the organisation, and processes to ensure that it responds differently to the world outlook. This area was the biggest challenge for the SANDF, as hostilities and resistance to change largely prevailed, hence the necessity for the institutionalisation of both the civic education programme with more emphasis on cultural diversity.

The Employment Equity Act³ enforces compliance for companies who have more than 50 employees as they have to report on equity progress. State departments must strive to become representative of the South African population (Sloane *et al.*, 2003:74). This therefore leads to race, disability and gender target setting as provided by government.

The DOD promotes a 40% gender target for the Military Skills Development Programme at entry level, and a 50% representation, at all decision-making levels by 2009, in compliance with government targets. The question is whether the SANDF can reach the target of 50%.

A feasibility consensus of these targets has to be tested as the global DOD gender target as at January 2010 is 24% (however this is an improvement of 12% since 1994), while also considering that other militaries are also struggling with gender equity targets.

The DOD (2008) stresses the prohibition of unfair discrimination on the basis of gender, sex, marital status and pregnancy, and includes the adoption of positive measures to eliminate obstacles to women's advancement. It further places emphasis on the promotion of women's equality through human rights, increased representation in command positions, and a non-tolerance of sexual harassment.

Human *et al.* (1999:19) maintain that equity measures, if they are to succeed have to incorporate the following:

- Identify and eliminate barriers.

³ Employment Equity Act, Act 55 of 1998 gives preferential treatment to designated groups (Africans, Coloureds, and Indians, Women and People with Disabilities).

- Enhance diversity management.
- Promote reasonable accommodation to drive access to equal opportunities.
- Enhance intervention programmes aimed at training and development.
- Ensure that the environment is conducive for their retention.

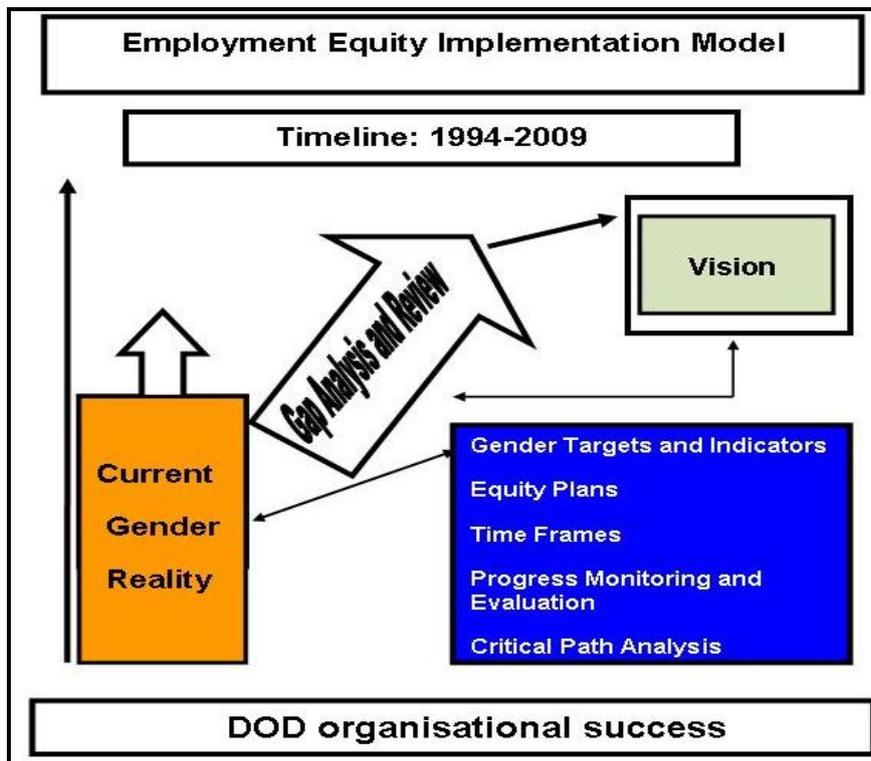


Figure 2-2 Employment Equity model

Source: Adapted from Meyer & Botha, 2000:226

Figure 2-2 above displays the ideal implementation strategy for the effective implementation of Employment Equity for organisational success. The vision and the current gender reality should assist in managing the identified gap by realistically ensuring that the targets are achievable.

All services should be required to develop plans that are coupled to specific timeframes, while a gender analysis also has to be conducted which is informed by the aggregated data.

Table 2-2-3 National representivity targets and DOD baseline targets

NATIONAL REPRESENTIVITY TARGETS					
Blacks		Women		People with Disabilities	
75% by March 2009 (Strong emphasis on recruitment of Black women, particularly African & Coloured) Article 1		50% by March 2009 (Strong emphasis on recruitment of Black women, particularly African & Coloured) Article II		2% by end 2009 Article III	
DOD BASELINE TARGET PER RACE					
	Africans	Whites	Coloureds	Indians	Total
Required %	64.68%	24.35%	10.22%	0.75%	100%

Source: Public Service Commission Representivity Targets, 2008

In Table 2-3 above, the DOD utilises the Defence Review Race Baseline targets, which have been interpreted from the National Representivity Targets, as provided by the Public Service Commission in 1999, and revised in 2005. These targets measure the DOD Senior Management System (SMS) representivity status, from Brigadier General/Director upwards, inclusive of both the uniformed members and the Public Service Act Personnel (PSAP) (DOD, 1998).

It is therefore imperative that the DOD translates the National representivity targets into achievable race and gender targets, taking into consideration the unique circumstances of the SANDF, and that as benchmarks with other militaries both in Africa and internationally are made, to assess the feasibility of complying with these targets.

Table 2-2-4 DOD total strength: 1997-1999

DATE	DAP/ PSAP	INDIAN			AFRICAN			COLOURED			WHITE			TOTALS		
		M	W	TOT	M	W	TOT	M	W	TOT	M	W	TOT	MEN	WOMEN	TOTAL
1997/04/01	DAP	811	92	903	41271	2769	44035	6705	561	7266	19655	5438	25093	68447	8860	77307
1997/04/01	PSAP	38	46	84	8310	3221	11531	3242	1336	4578	1129	4579	5706	12720	9183	21903
1998/04/01	DAP	792	95	887	39605	3700	43305	6865	660	7525	18158	5293	23451	65420	9748	75168
1998/04/01	PSAP	45	48	93	7278	3125	10403	2914	1218	4132	1037	4133	5170	11274	8524	19798
1999/04/01	DAP	784	102	886	36599	4111	40710	6200	656	6856	15211	4372	19583	58794	9241	68035
1999/04/01	PSAP	51	53	104	7041	3061	10102	2638	1148	3786	1252	3974	5226	10982	8236	19218

Source: DOD HR Plan

Table 2-4 above reflects the assessment of the descriptive statistical progression of Employment Equity of the DOD's total strength from 1997 to 1999; Africans 56%, Whites 32%, Coloureds 9% and Indians 1%. The table further indicates the different women strength per year of uniformed personnel (DAP) and civilians (PSAP) breakdown.

Transformation within the SANDF is a constitutional imperative of non-discrimination, acknowledging civil supremacy and diversity management where the integration doctrine entrenches human rights, equity and improvement in social cohesion. The embraced definition of the concept of transformation within the DOD refers to the continuous improvement that would result in the achievement of a cohesive, mission ready force with a shared value system, and the building of an efficient and better performing organisation – all of which will promote the creation of a disciplined, credible, legitimate and representative force (DOD, 2009).

Table 2-2-5 SANDF total strength August 2011

Sum of Strength						
		2011/08/01		2011/08/01 Total	%	
RC	RANK	MEN	WOMEN		MEN	WOMEN
01	GEN	1	0	1	100%	0%
02	LT GEN	7	0	7	100%	0%
03	MAJ GEN	36	1	37	97%	3%
04	BRIG GEN	132	35	167	79%	21%
05	COL	723	137	860	84%	16%
06	LT COL	1571	458	2029	77%	23%
07	MAJ	1578	654	2232	71%	29%
08	CAPT	1448	922	2370	61%	39%
09	LT	1217	698	1915	64%	36%
10	2LT	88	61	149	59%	41%
10A	CPLN	113	23	136	83%	17%
11	WO1	2162	403	2565	84%	16%
12	WO2	2113	545	2658	79%	21%
13	S SGT	5042	1286	6328	80%	20%
14	SGT	6371	1455	7826	81%	19%
15	CPL	6984	2015	8999	78%	22%
16	L CPL	5364	1826	7190	75%	25%
17	PTE	15717	5240	20957	75%	25%
18	CO	31	55	86	36%	64%
44	AUX SERV	68	0	68	100%	0%
Grand Total		50766	15814	66580	76%	24%

Source: DOD HR Plan

Table 2-5 above depicts the SANDF total strength as at August 2011. This strength includes all the military rank levels and the gender breakdown. It highlights that while the total strength is 66 580; men comprise 50 766 (76%) and women 15 814 (24%).

There is significant improvement when these figures are compared with the table above, where it is noted that in 1999 the SANDF total strength was 68 035; with men comprising 58 794 (86.4%) and women 9 241 (13.6%). While the number of men in the SANDF appears to have reduced, that has translated into an increased opportunity for the integration of more women in the military.

2.8. Gender mainstreaming in the SANDF

Gender mainstreaming in the armed forces, as conceptualised by Resolution 1325 of the United Nations, dated 31 October 2000, recognises the necessity to incorporate a gender perspective with deployments in peace support operations and promote the increased representation of women in decision-making structures. The UNDP⁴ (2008) specifies that gender mainstreaming is the process of creating awareness of the status of women and making these issues an integral part of the design, implementation, monitoring and evaluation of policies and programmes to ensure that both men and women benefit equally and inequality is not perpetuated. Therefore it is not only attempting to entrench social justice, but the long-term outcome of achieving sustainable human development for all (UNDP, 2008).

The DOD (2009) notes that the Gender Mainstreaming Council which resides under command of the Chief Directorate Transformation Management (CDTM) as the custodian of the DOD Gender Mainstreaming Strategy, has to execute the following mechanisms:

- Develop prescribed legislative imperatives.

⁴ UNDP: United Nations Development Programme.

- Establish the Equity Committees in the Services and Divisions to advise the Chiefs on the implementation of Equity Legislation.
- Liaise with the CDTM on the implementation process.

While the DOD Gender Mainstreaming Strategy provides an integrated holistic framework for the acceleration of gender transformation in SANDF and its monitoring the compliance of the department with prescripts on gender mainstreaming, it therefore has to be incorporated into performance management and appraisal systems of all Service Chiefs to ensure compliance with the prescripts (DOD, 2005). Previously, women were not permitted to serve in all musterings and were only allowed in the support⁵ musterings in the SANDF.

The position of women in the SANDF is further enhanced by the Military Development Skills Programme (MSDS). The MSDS is the first career stage of the SANDF's new service system, and serves as the entry point for most new recruits who serve for a two-year period in the Regular Force. This ensures a constant throughput of young and fit members for operational deployment purposes.

⁵ Mustering: In the South African National Defence Force critical mustering is reference to scarce skills and the occupational specific dispensation of pilots, nurses, doctors, air and sea navigators and divers etc.

Table 2-2-6 Gender breakdown by service 2005-2011

GENDER BREAKDOWN FROM APRIL 2005 TO 1 AUGUST 2011 (UNIFORM PERSONNEL)															
DAP/PSAP		DAP													
Sum of STRENGTH		AOS		AOSX		GENDER									
		01			02			03			05			Grand Total	
		ARMY		ARMY Total	SAAF		SAAF Total	NAVY		NAVY Total	SAMHS		SAMHS Total		
DATE	MEN	WOMEN		MEN	WOMEN		MEN	WOMEN		MEN	WOMEN				
2005/04/01	35 718	5 168	40 886	7 823	1 435	9 258	4 871	1 005	5 876	2 802	3 123	5 925	61 945		
2006/04/01	36 407	5 737	42 144	7 839	1 492	9 331	4 894	1 092	5 986	2 836	3 144	5 980	63 441		
2007/04/01	36 167	6 275	42 442	7 765	1 569	9 334	4 453	997	5 450	3 014	3 327	6 341	63 567		
2008/04/01	34 171	6 186	40 357	7 590	1 640	9 230	4 505	1 169	5 674	3 180	3 472	6 652	61 913		
2009/04/01	33 254	6 550	39 804	7 446	1 804	9 250	4 644	1 360	6 004	3 310	3 523	6 833	61 891		
2010/04/01	33 600	7 289	40 889	7 544	1 874	9 418	5 043	1 604	6 647	3 643	3 832	7 475	64 429		
2011/04/01	34 105	8 041	42 146	7 751	2 021	9 772	5 084	1 677	6 761	3 873	3 997	7 870	66 549		
2011/08/01	33 916	8 036	41 952	7 897	2 121	10 018	5 042	1 660	6 702	3 911	3 997	7 908	66 580		

Source: DOD HR Plan

Table 2-6 represents the SANDF total gender breakdown by service for military personnel (SA Army, SA Air Force (SAAF), SA Navy and SA Military Health Service (SAMHS)) between the period 2005 and 2011. The SA Army's position of women has improved from 5 168/12.6% in 2005 to 8 036/19.1% in 2011. The SAAF also displays great progress from 1 435/15.5% in 2005 to 2 121/21.1% in 2011.

The SA Navy also has progressed from 1 005/17.1% in 2005 to 1 660/24.7% in 2011. The SAMHS, by virtue of the fact that it is a service mainly for health professionals (nurses, doctors, physiotherapists and dieticians etc.), has the highest number of women - from 3 123/52.7% in 2005 to 3 997/50.5% in 2011.

The progress on the total strength of women in the SANDF has not substantially translated into an increased status of women in the decision-making structures as reflected in table above, but on the SANDF total strength for both men and women by rank level. Despite being recognised for the past 15 years, these changes have enabled women to be promoted into senior positions. However the progress made is relatively slow.

The Chief Directorate Transformation Management is the custodian of gender mainstreaming⁶ in the SANDF, and ensures the establishment of policy, the development of women, and strives for increased representation of women in leadership and management positions. The DOD Gender Mainstreaming Strategy is a mechanism for assisting the department to comply with gender security sector reforms and equity imperatives to optimise the operational readiness of the SANDF (DOD, 2008).

This situation has therefore led to the establishment of a DOD Gender Mainstreaming Council, which oversees progress on transformation, human rights and equity issues. Cock (as cited in Pillay, 2006) argues that women's roles within the military are not just striving for gender equality, but are engendering peace in the conflict areas because during conflict the human rights of women are violated and the social structures on change and transformation decline. This then becomes a matter for appreciating the role played by women. However, their participation in peacemaking has verified their intervention in peace building in Africa.

⁶ SANDF Gender Mainstreaming: A means of achieving gender equality through the advancement of women's objectives in the policies, advocacy and resource allocation and monitoring and evaluation.

The Gender Mainstreaming Strategy integrates the experiences of women and men in the design, implementation, monitoring and evaluation of policies and programmes in political, economic and societal spheres, so that they benefit equally, and inequality is eliminated. The ultimate goal of mainstreaming is to achieve gender equity and equality (UNDP, 2008).

The Millennium Development Goal⁷ on gender equality strives to promote gender equity, empower women, and eradicate inequalities. The gender equality objective reinforces the concept of women's empowerment to ensure the participation of women in the political and economic spheres to achieve the Millennium Development Goals, reduce the subordination of women, and advance gender integration (UNDP 2008).

Baksh (2005:8-10) recognises that gender mainstreaming is also critical for conflict transformation, because the presence of women in the armed forces intensifies the processes of rebuilding and negotiating peace and stability, especially when dealing with issues such as human rights, rape, sex slavery, forced prostitution, human trafficking, and child soldiers.

She further maintains that the Commonwealth focus on gender mainstreaming attempts to highlight the crucial support for the strengthening of political and democratic processes to ensure that the 30% target of women is included in decision-making structures to ensure parity and gender integration in conflict prevention and resolution initiatives (Baksh, 2005:11-12).

⁷ Millennium Development Goals: United Nations Summit on Sustainable Development (2002) declared the millennium development goals as the fundamental values to be achieved by countries aimed at eradicating among others poverty and hunger, managing HIV/Aids and empowering women whilst promoting gender equality.

Heinecken and van der Waag-Cowling (2009:526-527) maintain that gender equity within the SANDF has improved as women have been advanced and there is no perceived gender discrimination, although some males maintain that gender transformation is only beneficial to women. In an attempt to meet national representivity targets, they further argue that this does not translate to the absence of gender prejudice for women in combat roles as women are considered purely suitable for non-combat support roles (Heinecken & van der Waag-Cowling, 2009:526-527).

By implication, women are perceived to be lowering the standards of training as due to their physiological makeup, they are not able to sustain the physical training. They therefore deduce, that based on these assumptions, women in SANDF have not formed a sufficient critical mass to transform the masculine patriarchal culture, and issues of masculinity and femininity have not transcended beyond race and culture (Heinecken & van der Waag-Cowling, 2009: 526-527).

Organisation transformation enhances equality of opportunity as an extension of organisation development that seeks to create changes in an organisation structures, processes, culture and orientation to its environment, and improve organisational effectiveness. Employment Equity must ensure outcomes of positive change, and therefore in the case of the SANDF, improvement in gender representivity due to the implementation of Employment Equity.

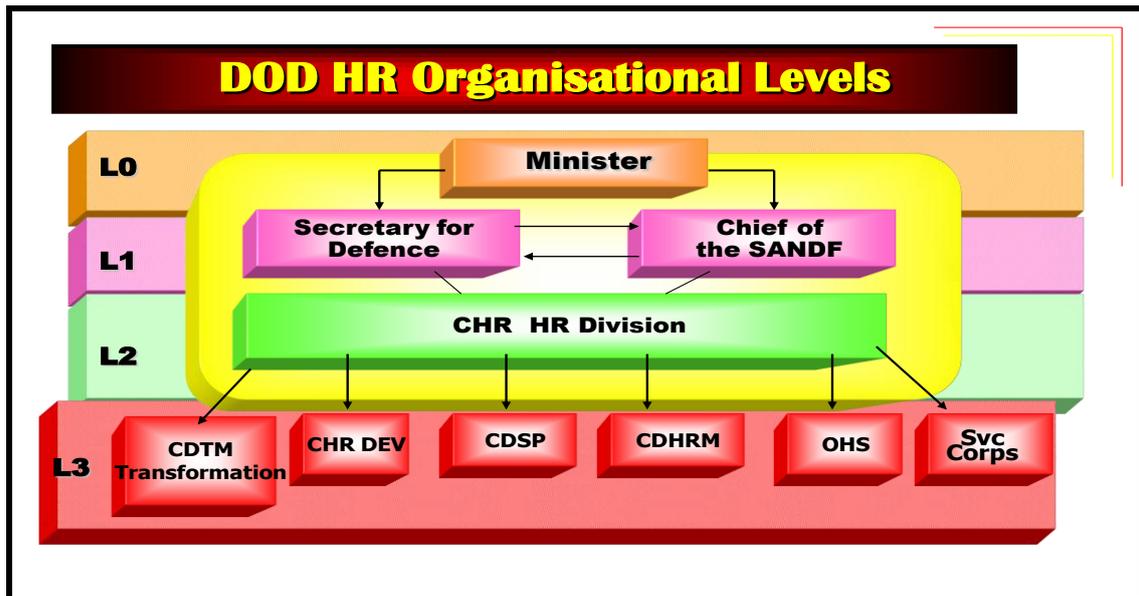
Swanepoel *et al.* (2003:123) argue that Affirmative Action makes reference to equality of opportunity as the ideal situation, where all people have an equal chance to compete with their peers, while highlighting fair discriminatory practices and increasing individual liberties. However, opponents of Affirmative Action note irregularities with this approach, and mention that it is discrimination in reverse.

Meyer and Botha (2000:359) also confirm that in promoting redress, Employment Equity measures are to ensure that employment practices and conditions of service enhance equitable representation in all categories.

This suggests that organisational development intervention strategies have to be employed to conduct a workforce analysis and manage the existing diversity dynamics effectively in the strive for organisational efficiency and social cohesion. It is therefore incumbent on the DOD leadership to embrace and support the initiatives aimed at promoting gender equity by providing a conducive and gender sensitive environment.

2.9. Chief Directorate Transformation Management (CDTM)

The Transformation Management Chief Directorate is an institution of equal opportunity and Affirmative Action programmes that has been mandated to promote the DOD representativeness. It has to ensure that the SANDF strives for appropriate demographic composition. Beyond that, it is entrusted to ascertain that the transformation of the traditions of both the full time and part time forces enhance the military culture that is reflective of the diverse military traditions in South Africa. It fosters the creation of a military and professional ethic that is consistent with moral imperatives and the ethical obligations of DOD officials functioning in a democracy.



Source: DOD Business Plan: 2009

Figure 2-3 Human resource division organisational levels in the DOD hierarchy transformation

Figure 2-3 highlights both the hierarchy and reporting lines of the Chief Directorate Transformation Management to the Chief of Human Resources who therefore has a shared responsibility to both the Secretary for Defence (Sec Def) and the Chief of the South African National Defence Force (CSANDF) on the human resources function. Transformation matters cut across the Public Service Act Personnel (PSAP) and the members of the South African National Defence Force (SANDF).

The embraced concept of transformation upholds continuous improvement that would result in, amongst others, the achievement of a cohesive, mission ready force; a shared value system; the building of an efficient, caring and a better performing organisation as well as the creation of a disciplined, credible, legitimate and representative force.

The institution of equal opportunity and Affirmative Action programmes has to ensure that the DOD is broadly representative of South Africa's demographic composition.

The transformation of the management practices of the DOD has to ensure that such practices are normatively and practically consistent with the ethos of a democracy. It further emphasises that the DOD upholds a non-racial and non-discriminatory institutional culture, where the rights and dignity of all members are respected.

The most effective way of ensuring the success of attaining the gender targets is to warrant the accountability of the Service Chiefs by having a clause included in their Performance Agreements of measuring their compliance with gender transformation and equity. A feedback or status report should be provided to the Plenary Defence Staff Council (PDSC) and the Council on Defence (COD).

The mandate of CDTM is entrenched in the DOD (2009) which emphasises that the Department of Defence Shared Value System is rooted on a vision in which all the people of South Africa have access to effective and efficient defence, thus contributing to the improvement of the quality of life and building a peaceful and democratic South Africa. CDTM is further is mandated to institutionalise the DOD Shared Value System. These values adhere to and uphold the following value system that bonds its entire personnel.

- Service Standards: Service standards are based on clear direction and strong leadership. Our priority is and will always be to maximise our defence capability and our contribution to peace and security. We will maintain high standards of excellence and professionalism in everything we do.
- Excellence: We will build on what we do well and actively foster a climate of success. We will invest in our people, encourage innovation, provide the right incentives, and recognise individual and team contributions.
- Ethics: We will adopt and encourage reasonable working practices. We will not be deflected by demands of vested interest. We will foster

fairness and trustworthiness in all we do. We will not duck difficult issues.

- Openness and transparency: We will make clear communication and better understanding of priorities. We will ensure that our messages are understood. We will listen to clients' concerns and make sure we understand what they are saying to us. We aim to create a climate of trust and transparency of decision-making.
- Consultation rooted in effective and efficient partnership and collaboration: We will encourage and improve links with other government departments, and other relevant organs of states. We will strengthen partnerships with industry, allies and the community at large. We will promote collaboration within the DOD, harmonise activities and systems where sensible, and we will share knowledge.
- People: We will uphold the values as espoused in the founding principles of the Constitution and further expressed in the Bill of Rights.
- Teamwork: Within the DOD we are one team and embrace one purpose. We will debate issues fully, rigorously representing our individual responsibilities. But our overriding aim is to reach conclusions that are best for Defence as a whole and then to act on them.
- Accountability: We will create a learning organisation in which all employees seek and share knowledge and information, while committing themselves to personal growth. We will set the example and lead the way. We will lead by example and influence others to follow these principles. We will be sensible of the demands we make on people, recognising the unique commitment they make.

The above values therefore provide what the department can and will do in promoting and strengthening stability, peace, security and economic diplomacy in South Africa and beyond the region.

It further entrenches an organisational culture that respects and values differences, and promotes dignity, equality and diversity. It is a system that encourages individuals to develop and maximise their full potential in support of mission readiness. Equality, fairness irrespective of race, religion or belief, disability, sexual orientation, sex, gender, age or marital status are the most important considerations for promoting equity (DOD, 2009).

The Department of Defence policy on transformation (DOD, 2009) is aligned with the National Policy Framework on the Advancement of Women. The Chief Director Transformation Management (CDTM) resides under Chief Human Resources and is responsible to both the Secretary for Defence and the Chief of the SA National Defence Force for Transformational matters as prescribed by the national machinery. The transformation function is executed through the establishment of a Transformation Advisory and Monitoring Board constituted by civilian transformation experts in cooperation with the departmental representatives.

The Transformation Management Board (TAMB) is an Advisory and Monitoring structure which has direct accountability to the Minister of Defence and Military Veterans, mandated to provide oversight on transformation matters in the department. Furthermore, the TAMB evaluates the implementation of the Transformation and Equity Strategy and the Gender Mainstreaming Strategy in the DOD.

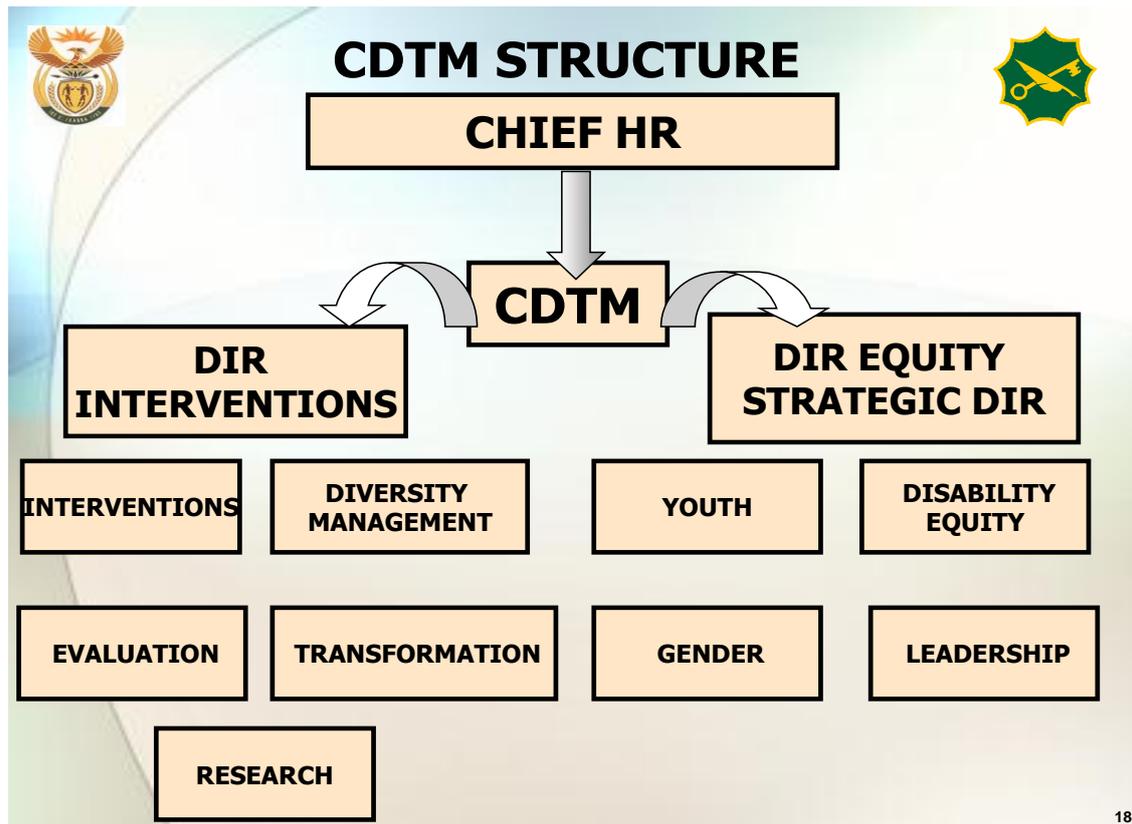


Figure 2-4 Organogram of the Chief Directorate Transformation Management

Figure 2-4 illustrates the organogram of the CDTM, a chief directorate which resides under the command of Chief Human Resources. The Chief Directorate has two directorates; Transformation Interventions and Equity Strategic Direction, and the gender section falls under the Equity Strategic Direction.

2.10. Advantages of gender equity

The DOD Policy (DOD, 2009) entrenches that the human resources of the Department of Defence will be transformed to reflect the values and aspirations contained in the Constitution, and adheres to the principle of equity and equality of opportunities in all practices. It values and manages diversity, and in doing so recognises that talent, ability and potential are inherently distributed across the population. It is therefore essential that appropriate career

management mechanisms are installed, which include the assurance that women are well placed in environments where they will be effective and where they will succeed. The requirement to institute effective career management processes that result in pro-active and transparent actions has to be undertaken. Furthermore, the objective is to inform, guide and execute career management decisions in a consultative and participatory manner (DOD, 2011:12).

2.11. Conclusion

This chapter provided an elaborate theoretical contextualisation of transformation, gender equity and its impact on the armed forces. The emphasis was placed on the integration of women into the military which indicates that women's entry into the armed forces is determined by the shift from a masculine dominant environment to the understanding that Affirmative Action programmes denote that both men and women have to develop their potential to serve in the broader Public Service including the SANDF.

Furthermore this chapter focused on the influence of social relations within the military, and their presence in decision-making roles that is indicative of streamlining gender equality and the pursuance of a non-discrimination agenda. Finally it will compare the presence and representation of women in

Beyond that, it provided the South African National Defence Force models employed internally in pursuing gender equity and gender mainstreaming mechanisms that have an impact on Employment Equity imperatives. Furthermore, it highlighted the role played by the Chief Directorate Transformation Management as the agency entrusted with the mandate to ensure the realisation of gender equity within the Department of Defence. It also revealed that there should be synergy between the Employment Equity policy framework and the implementation of gender equity within the SANDF.

The SANDF has to support the best practices and the fulfilment of the DOD transformational objectives in a manner that allows both men and women to meaningfully work together and maximise their potential.

The following chapter details the research design and methodology of how the study was undertaken.

CHAPTER 3 RESEARCH DESIGN & METHODOLOGY

3.1. Introduction

This chapter presents the analysis and the results of the study. The findings were obtained after a thorough analysis of the qualitative and quantitative data. Qualitative and quantitative research methods are used to collect data in social science. The integration of both qualitative and quantitative data assists in exploring the problem being studied to quantify and furthermore determine its prevalence and conclusiveness. This approach is furthermore referred to as triangulation and Struwig & Stead (2010: 19) stresses that the use of mixed methods to investigate a single research problem or phenomenon is inherent in isolating and eliminating bias in the study.

The data collected qualitatively, i.e. narratives, and comments made by the participants were interpreted by the researcher. The quantitative data sourced from the questionnaire responses were analysed in SPSS software version 18 and presented in tables.

In linking theory and analysis, Babbie (2007:378) maintains that qualitative research methods involve a continuing interplay between data collection and theory, and emphasises that qualitative research is sometimes undertaken for descriptive purposes, thus detailing unknown ways and explanation patterns. Furthermore, Babbie (2007:379) suggests that in examining the data, patterns appearing across several observations represent different cases under the study.

De Vos *et al.* (2005:333-335) argues that data analysis is the process of bringing order, meaning and structure to the collected data in the search for general statements about relationships. This involved grouping the responses according to the thematic areas specified in the objectives; according to factors

that generally hinder gender equity barriers within the SANDF and according to the mechanisms/strategies that will promote gender equity within the SANDF. Data analysis was in two parts; most analyses being qualitative with complementary quantitative analysis.

3.2. Data coding

Before the qualitative data was analysed, it was coded into thematic areas. Lee (1999:47-48) maintains that coding is the actual process through which the data are organised into some theoretically meaningful structure.

The qualitative responses were coded in QSR EnVivo software and classified according to the different themes of gender transformation. Due to the diversity of responses, and to ensure that all information was incorporated in the study, coding involved employing all three types of coding as described below.

- Open coding: Refers to an unrestricted mode in which the researcher identifies the naturally occurring categories depicted by the data to organise, explain and assign empirical data in a coherent manner.
- Axial coding: Entails the assignment of empirical indicators to one category where the researcher judges all the data as to whether they fit within the selected category.
- Selective coding: This is the ordering and categorising of data according to their areas of importance.

3.3. Focus group interviews

The focus groups were scheduled for three groups of 20, but resulted in three groups with 18, 16 and 15 participants, i.e. a total of 49 participants, with the racial and gender distribution indicated in the table below. Africans comprised

27 (55%), Coloureds 11 (22%), Whites: eight (16%), and Indians: three (7%). They were requested to respond to set questions on their attitudes and understanding of gender equity within the SANDF

This study analysed the data available in relation to the topic, i.e. transformation and gender equity within the SANDF. Critical and relevant data were selected.

Table 3-3-1 Distribution of questionnaires within military units in Pretoria

Participants	Questionnaires Distributed	Questionnaires Returned/Usable	Percentage of Participation
Defence Headquarters	100	77	77%
Other SANDF units within the Pretoria region	100	65	65%
Total	200	142	71%

Table 3.1 above reflects the distribution of the questionnaires in two different areas within the Pretoria region to complement the focus group sessions conducted. It indicates that out of the 200 questionnaires distributed, a total of 142 (71%) were returned, of which 77% were from the Defence Headquarters environment and 65% from other military units within the Pretoria area.

Of the 200, questionnaires distributed, 157 were returned, representing a 71% response rate. After validation 15 were discarded and could not be analysed due to incomplete information provided. The table below presents the distribution of questionnaires.

The following are demographic characteristics of the respondents by race:

Table 3-3-2 Racial breakdown of participants in the focus group interviews

Racial Breakdown				
Africans	Coloureds	Whites	Indians	Total
27 (55%)	11 (22%)	8 (16%)	3 (7%)	49 (100%)

Table 3-2 above reflects the racial breakdown of respondents that participated in the focus group sessions. These data indicate that the more than half of participants were Africans (55%), followed by Coloureds (22%), Whites (16%) and lastly Indians (7%). This may imply that in Pretoria there might be more Africans in this SANDF Department, followed by coloureds, whites and Indians.

This view is also supported by Lee (1999:51) when he advocates that focus group interviews prompt in-depth discussions and allow the free flow of explicit information.

3.4. Semi-structured questionnaires

The self-administered questionnaire used in this study was available in English and the respondents were each requested to seek clarity should the need arise. The questionnaire was developed using a mixture of a Likert scale type and statement type questions.

Welman & Kruger (2001:150) point out that the Likert scale may be used for multi-dimensional attitudes, which is not possible with other attitude scales. De Vos *et al.* (2009:166) maintain that a questionnaire is a set of questions on a form which is completed by the respondent in respect of a research project, and the basis is to determine the extent to which the respondents hold a

particular attitude or perspective, and to obtain facts and opinions on the issue being investigated or studied.

The questionnaire was composed of matrix-type and summated Likert type statement questions. Welman and Kruger (2001:150) state that summated attitude scale consist of a collection of statements about the object to be measured. Respondents had to indicate the degree to which they agreed or disagreed, based on a five-point scale of strongly agree, agree, don't know, strongly disagree or agree, and they represent both positive and negative attitudes.

Welman *et al.* (2005:156-157) maintain that there are four types of attitudinal scales that measure different degrees of attitude towards a certain object and are based on different assumptions about the relationship between individuals.

For the purposes of this study, the Likert scale was used to determine the extent to which the SANDF supports gender transformation and equity. A questionnaire that uses the Likert format is easier to compile than one compiled on the Guttman and Thurstone principles, and it can measure multi-dimensional attitudes. It is based on the statements where respondents have to agree or disagree, based on the five-point number scale provided. These ratings give an indication of positive and negative attitudes on the matter being measured.

The questionnaire was consolidated into the broad categories that were logically divided as follows:

- Personal profile (Anonymous but included Service, SA Army, SA Air Force, SA Navy, South African Military Health Service and Public Service Act Personnel (civilians) rank, race, gender and age.
- Gender integration within the SANDF.

- Strategic alignment of gender equity within the SANDF.
- Diversity management focus.
- Discrimination on the basis of gender.

3.5. Profile of the sample

The profile of the sample is an indication of assessing its representativeness, and it included services, rank level age, gender and disability. The South African Military Health has an over-representation of women, and their responses would have to be assessed whether they would determine a relationship bias towards gender equity.

3.5.1 Category 1: Profile of the sample

The breakdown of the participants was analysed to ascertain whether the sample was representative of the population being studied (the SANDF) and assessing whether the profile correlated with the responses provided in the different sections on gender equity within the SANDF. The profiling focused on highlighting the different services, rank, race and gender areas.

3.5.1.1 Race

Figure 3.1 below reflects the breakdown of the total sample by race with Africans at 50%, Whites at 24%, Coloureds at 21%, and Indians at 5%.

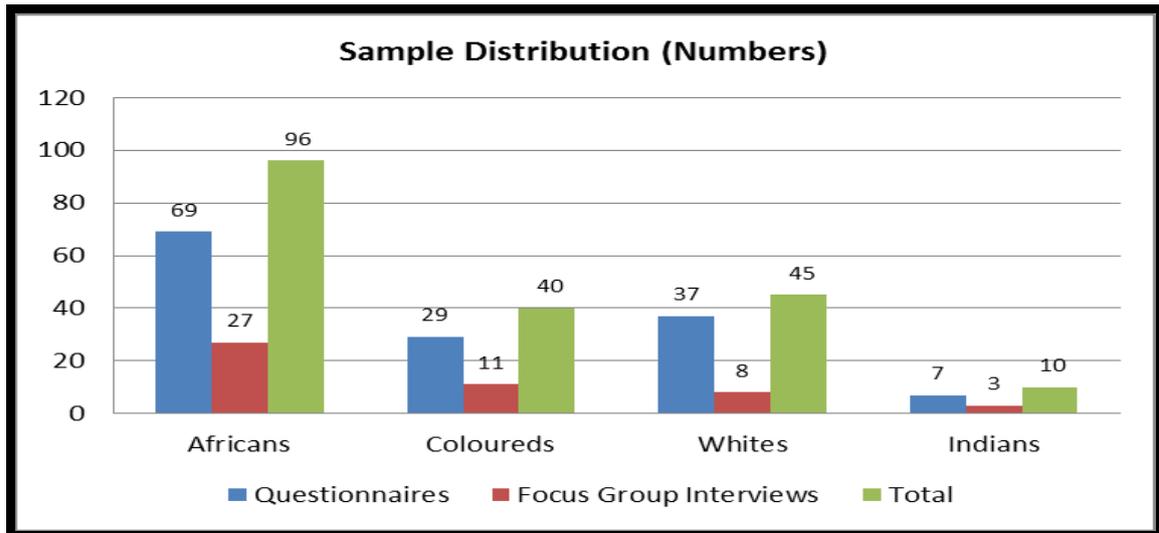


Figure 3-1 Racial breakdown of the sample

The graph indicates that indicates that the majority of the respondents were Africans (50%) followed by Whites (45%), Coloureds (40%0 and Indians (10%). With regards to the semi structured questionnaire, the majority of respondents were also (Africans (49%), followed by Whites (26%), Coloureds (20%) and Indians (5%).

3.5.1.2 Gender

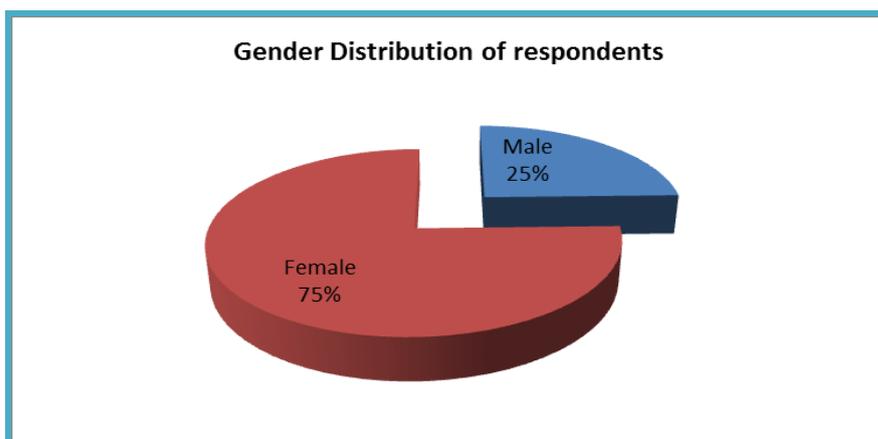


Figure 3-2 Breakdown of the sample by gender (focus groups and questionnaires inclusive)

Figure 3-2 above depicts the gender breakdown of the sample; , females were in majority, representing three quarters (75%) compared to males who represented (25%) of the total sample.

3.5.1.3 Service

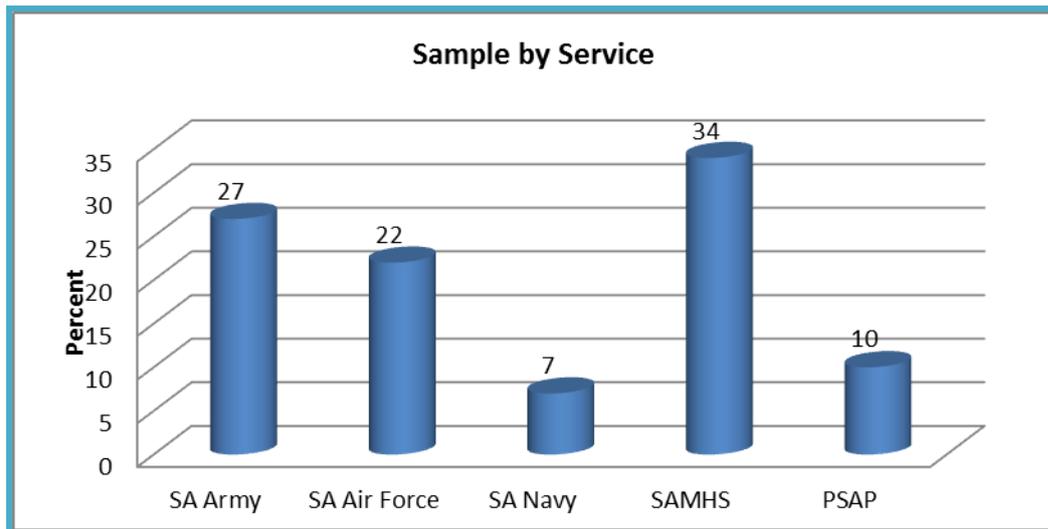


Figure 3-3 Service representivity breakdown of the sample (focus groups and questionnaires inclusive)

Figure: 3-3 above highlights the representation of respondents in the different services including the PSAP;⁸ 27% were respondents from the SA Army, 22% were respondents from the SA Air Force, 7% were respondents from SA Navy, 34% were respondents from SAMHS, and 10% were respondents representing the PSAP. This means that the majority of the respondents belonged to SAMHS and a majority belonged to SA Navy.

⁸ PSAP refers to the Public Service Act Personnel who are generally known as civilian officials.

3.5.2 *Category 2: Gender integration within the SANDF*

This area included the following statement - what needs to be changed to ensure gender equity within the SANDF? The following question sought to solicit respondents' views on what opportunities are available to women in the Department of Defence, and are there still areas within the DOD that are not accessible to women?

3.5.3 *Category 3: Strategic alignment of gender equity within the SANDF*

This section included statements on the representation of women in senior management and those that measured whether gender equity is regarded as a strategic issue in the SANDF, assessment of whether the SANDF management is supportive of gender equity initiatives, and to what extent these measures are adequately addressed in the DOD.

3.5.4 *Category 4: Diversity management focus*

This section focused on integrated opportunities available in the SANDF and the exposure to training and development programmes that enhance cultural diversity awareness within the department.

3.5.5 *Category 5: Discrimination on the basis of gender*

This area focused on the challenges that women experience which impact on their effective functioning within the military and secondly, the assessment of whether women are receiving equal treatment as men within the SANDF and to what extent they are discriminated against. Exposure to specific gender equity anti-discrimination training was also included.

3.6. Grounded theory method

Focus groups are complemented by the use of the Grounded Theory Method which Babbie (2007:380-381) suggests commences with the observation process in seeking to discover patterns from the ground up with no preconceptions. He argues that the Grounded Theory Method, as developed by Barney, Glaser and Anselm Strauss in 1967, involves the conceptualisation, integrating categories by understanding the existing relationships, delimiting the theories by ignoring or excluding irrelevant information, and translating the findings into a documented, shared communication to improve the understanding of the topic (Babbie, 2007:380-381).

Lee (1999:45) also indicates that the main purpose of Grounded Theory is to generate conceptual propositions that can be applied broadly within the organisation. Furthermore, Lee (1999:45) contends that with Grounded Theory, as the data is continuously evolving, the researcher has to revise his or her interpretations.

3.7. Gender Empowerment Measure (GEM)

The Gender Empowerment Measure (GEM)⁹ was used to measure gender integration within the SANDF. It is a measure that evaluates progress in advancing women's standing in political and economic forums, and examines the extent to which women and men are able to actively participate in economic and political life and take part in decision-making.

⁹ GEM: Gender Empowerment Measure is an index to measure the existing inequalities between men and women related to, amongst others participation and representation in decision-making structures.

The GEM is concerned with the use of those capabilities that take advantage of the opportunities of life (UN Human Development Report, 2006). It is employed as an advocacy and monitoring tool for gender-related human development analysis and policy discussions. The GEM evaluates the indicators in order to identify areas of improvement and also considers alternative measurement tools of gender progress (UN Human Development Report, 2006).

3.8. Gender equity indicators

These are criteria and measures against which changes can be assessed. These may be pointers, facts, numbers, opinions or perceptions that are used to signify changes in specific conditions or progress towards particular objectives (CIDA, 1997:32). It is implied, therefore, that measurements of gender equality may address changes in relation to a particular programme on women's empowerment or changes in the status of women.

CIDA (1997:32) emphasise that these indicators are performance measurement principles, applied to assess participatory approaches used to measure progress on gender equity and information aimed at reducing gender inequalities. In support of the Millennium Development Goals (MDG) the UNDP (2003:20) states that MDGs are indicator commitments that address human development challenges. Goal 3 of the MDG seeks to enhance the promotion of gender issues. Gender issues are not adequately mainstreamed through the representation of women in decision-making structures and reduction of poverty strategies.

3.9. Reliability and validity

The researcher applied both focus group interviews and questionnaires as a triangulation method for validity.

Struwig and Stead (2001:18-19) maintain it is one of the methods used by qualitative researchers to provide valid evidence where they employ various data sources for the credibility and consistency of the research findings based on the following:

- GEM: The participants and respondents of both the focus groups and questionnaires were consistent in their responses, as Struwig and Stead (2001:133-134) suggest that quixotic reliability as an observational method continually provides the researcher with the same findings.
- Likert scale: The reliability of the Likert scale ensures legitimacy and trustworthiness as the possible responses are tested against a variety of provided responses which have been alluded to earlier.

Struwig and Stead (2001:143) advocate that validity is the trustworthiness and credibility of the study, which is the degree to which one can rely on the concepts and method as the basis of the empirical research.

3.10. Ethical considerations

Participants in the focus group interviews and respondents to the questionnaires were informed about the confidentiality principles. The respondents in the study remained anonymous to the researcher as the biographical data did not include names. Data collected in the study were used for purposes of this research study only.

3.11. Conclusion

This chapter focused on presenting the methodology employed in conducting the study, the design (which included the development of both the questionnaire and the focus group interview questions), and data gathering and

interpretation procedures undertaken.

The measurement instruments were also discussed.

It was also noted in this chapter that the simple statistics used in the study were for descriptive purposes to provide a summary of the information. These were a combination of graphs and tables generated by computer. The analysis and interpretation is discussed with the findings and results in Chapter 4.

CHAPTER 4 RESULTS AND DISCUSSION

4.1. Introduction

The previous chapter presented the methodology used to explore transformation and gender equity within the SANDF. Sampling procedures, data collection methods and the measurement tools were outlined.

This chapter is structured around a comprehensive discussion of the results and analysis thereof. It also presents the analysis and interpretation of the data gathered from the focus group interviews and the questionnaire. This approach was in support of the objectives of the study, with the results being consolidated into themes.

Descriptive statistics were used to analyse biographical data and the main themes of this chapter. Comparisons and inferences to the literature review are further provided. The chapter is further devoted to providing an understanding of the extent to which transformation has enhanced gender equity in the SANDF.

The presentation of the results, data analysis and interpretation has been integrated in this chapter and is presented based firstly on the explanation of the graphical and statistical breakdown, and secondly, on the analysis of the categorisation of the responses provided. This chapter further incorporates the analysis of the data based on the theoretical review, focus group interviews and the questionnaire.

4.2. Presentation of results

Struwig and Stead (2010:172) maintain that data interpretation in qualitative research differs from quantitative research in that it does not focus on

prediction, generalisation and causal determination; rather it seeks to avoid linear interpretations where certain variables are mechanistically related to each other.

As noted in Chapter 1, the objectives of the study were to explore the literature available on transformation and gender equity, identify factors that generally hinder gender equity, identify barriers that impede gender equity, and also describe the mechanisms/strategies that will promote gender equity within the SANDF and within the DOD. Welman *et al.* (2005:14-15) maintain that an explorative study is aimed at finding a problem, and therefore the researcher must be able to unearth the best way to solve the problem. De Vos *et al.* (2005:333) maintain that data analysis is the process of bringing order, structure and meaning to the mass of collected data, which has to be ultimately reduced and transformed into findings.

The empirical research study provided theoretical information which was presented in Chapters 2 and 3. The research methodology focused on purposive sampling, which Struwig and Stead, (2001:122) maintain is not concerned with random sampling as it provides a sample of information-rich participants.

The triangulation approach was based on the assumption that any bias inherent in the data source, investigator and method would be neutralised when used in conjunction with other data sources such as focus group interviews, observational data and archival materials (De Vos *et al.*, 2005:361).

Furthermore, Padgett (in De Vos *et al.*, 2005:361) emphasises that triangulation in qualitative research is the convergence of multiple perspectives that can provide greater confidence to ensure that what is being targeted can be accurately captured.

4.2.1 Demographic characteristics

4.2.1.1 Respondents by age

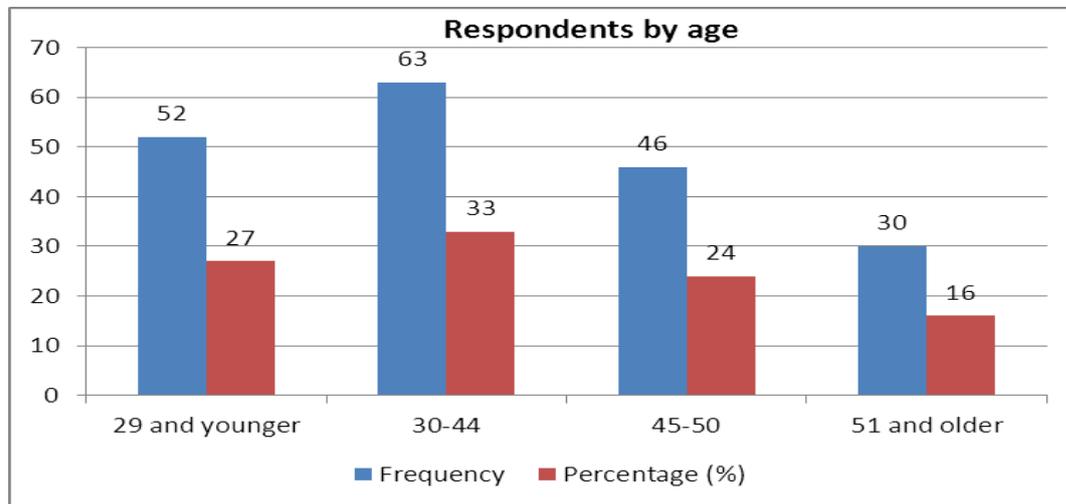


Figure 4-1 Age distribution of the sample (n = 191)

Figure 4.1 above indicates that 27% of the sample were younger than the age of 29, 33% were between the ages of 30 and 44, 24% were between the ages of 45 and 50, and 16% were 51 years and older. This implies that the majority of the respondents were aged between 30 and 44 years of age and the minority were those aged 51 and older, which is expected. The implication is that the respondents in the age group of 30 to 44 and 45 to 50 years of age were in the majority and these hold the rank of Major to Lieutenant Colonel (Assistant Directors) and Colonel (Deputy Director), Brigadier General (Director).

The responses provided have to be seriously considered as this particular group has been in the system for a long time. They therefore understand the impact of gender representivity and slow compliance with gender equity targets based on the age and rank specification.

4.2.1.2 Composition of the sample by race

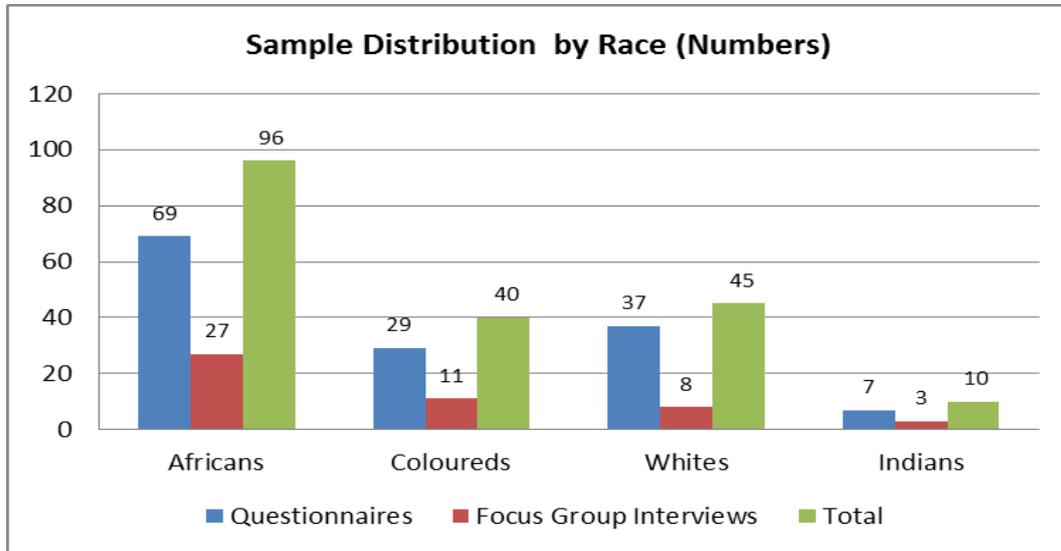


Figure 4-2 Racial Breakdown of the sample by race (n = 191)

Figure 4-2 above reflects the breakdown of the total sample by race. The majority of the respondents in this study were Africans-96 (50%), Whites were 45 (24%), Coloureds were 40 (21%) and Indians were 10 (5%).

4.2.1.3 Composition of the sample by gender

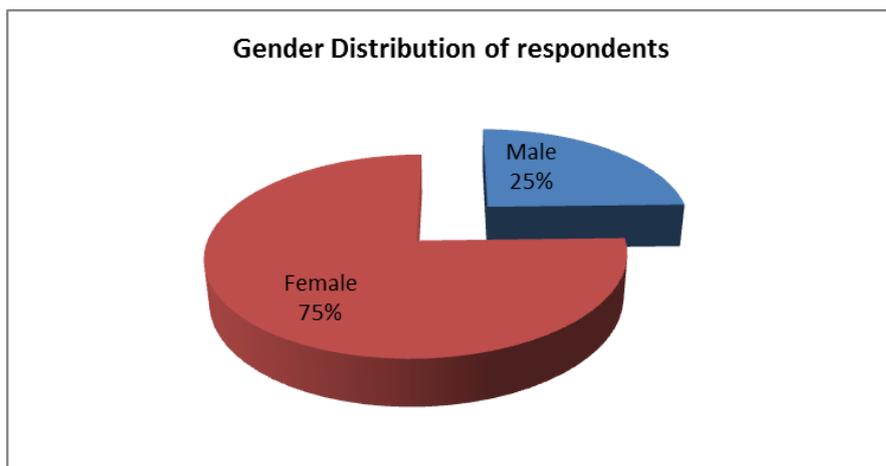


Figure 4-3 Distribution of the sample by gender (n = 191)

The data presented in Figure 4.3 above illustrate that the majority of the participants were female, 144 (75%) and males were 47 (25%). There were more female participants in the study than males, noting therefore that this is a concern on gender integration and improvement on the gender status in the military.

However, the data reflected in Figure 4.4 below indicate that as at June 2011 the SANDF's total gender status was as follows; males represent 76% while females are 24%. By implication, this indicates that the Department of Defence (DOD) is well below the government 50% male, 50% female gender rate, as set out in the Public Service Commission equity targets for the Senior Management System.

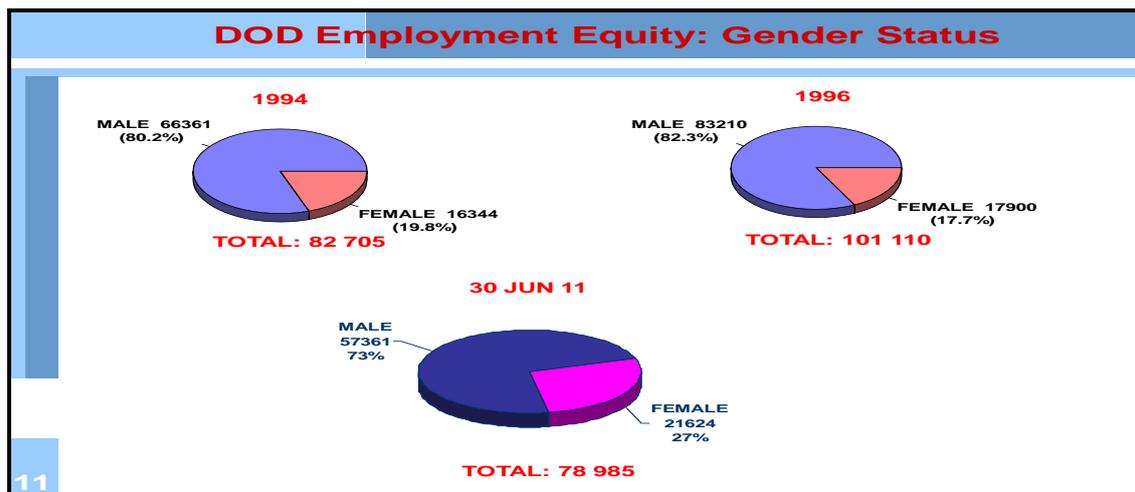


Figure 4-4 DOD Employment Equity status on gender

Source: DOD HR Plans (CD HR SD & P) ¹⁰

¹⁰ CD HR SD & P: Chief Directorate Strategic Direction and Planning. This Chief Directorate is responsible for the planning of the department at a strategic level and providing the statistics.

This area, in terms of the perception of the respondents, is not positive as in reality in terms of the gender status presents an inconsistency, especially for the SANDF women as currently there is only one female major general (chief director transformation management) out of a total of 35 and eight lieutenant generals.

4.2.1.4 Composition of the sample by service representivity

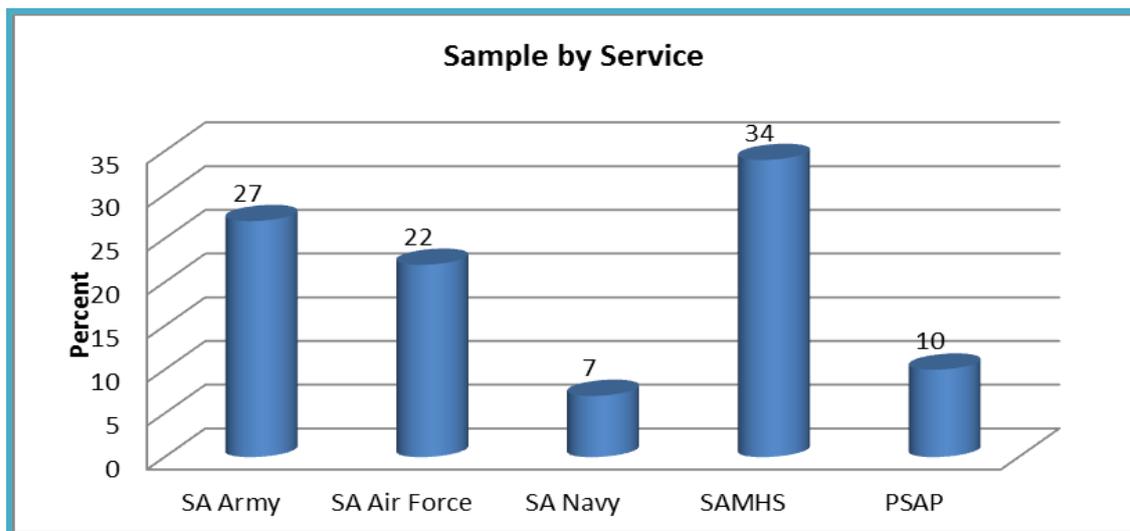


Figure 4-5 Gender distribution by service

Figure 4.5 above reflects the participation of respondents by the different services they represent. The services have been ranked according to the hierarchy and the different status accorded to them as follows: The SA Army participants were 27%, the SA Air Force participants were 22%, the SA Navy participants were 7%, the SAMHS participants were 34%, and the PSAP were 10%.

Figure 4.5 above further highlights the following:

- SA Army by gender males were - 18 (9.4%) and females 33 (17.2%).
- The SA Air Force males were - 15 (7.8%) and females were 28 (14.6%).

- The SA Navy males were five (2.6%) and females were eight (4.1%).
- SAMHS males were 12 (6.2%) and females were 53 (27.7%).
- PSAP males were eight (4.1%) and females were 11 (5.2%).

The majority of the respondents were from the SAMHS.¹¹ Current data reveals that the SAMHS is over-represented with females due to the nature of the health professions being pursued in that environment. The services gender representivity is a reflection of the noted intentions to improve gender representation at the senior management level (Brigadier General and Director level), as the SAMHS boasts the majority of the females that are promoted to that level.

¹¹ SAMHS is the South African Military Health Service having mainly military health professionals (doctors, nurses, psychologists etc.).

4.2.1.5 Composition of the sample by the rank level

Table 4-1 Distribution of the sample by rank level (n = 191)

Service	Male	Percent	Female	Percent	Total per Rank/Level Group	Percent
Brigadier General/ Rear Admiral (Junior Grade)/Director	8	4.19	19	9.95	27	14.14
Colonel/ Captain (South African Navy) Deputy Director	29	15.18	55	28.80	84	43.98
Major/ Lieutenant Commander/Assistant Director and below	16	8.38	31	16.23	47	24.61
Non Commissioned Officer/Level 8 and below	12	6.28	21	10.99	33	17.28
Total	65	34.03	126	65.97	191	100.00

The data in Table 4.1 above illustrate that the majority of the respondents were at the following rank levels:

- Colonel (Captain Equivalent in the South African Navy and Deputy Directors) 84 (44%).
- Major (Lieutenant Commander/Assistant Director) and below 47 (24.6%).
- Non-commissioned Officers/level 8 and below 33 (17.3%).

- Senior Management Brigadier General/Rear Admiral (Junior Grade)/Director 27 (14.1%).

Of the 191 respondents within the military rank grouping and PSAP officials, 26 (65.9%) were females and 65 (34.1%) were males. There were eight (4.1%) male and 19 (9.9%) female Brigadier Generals/Directors, 29 (15.1%) male and 55 (28.7%) female Colonels/Captain (SA Navy) and Deputy Directors. There were 16 (8.3%) males and 31 (16.2%) female Majors/Assistant Directors, and there were 12 (6.2%) males and 21 (10.9%) females. The issue of rank in the military is of great significance in terms of power relations, command and control, and perceived discrimination.

The following broad areas of the findings will be comprehensively discussed below:

- Gender integration within the SANDF.
- Strategic alignment of gender equity within the SANDF.
- Diversity management focus.
- Discrimination on the basis of gender.

4.2.2 *Gender integration within the SANDF*

The Department of Defence highlights that gender equity is a matter of human rights and thus it is the only way to guarantee the unlocking of society's full potential as a basis for sustainable development. It further emphasises that interventions will be conducted to strengthen members' understanding of the importance of transformation from within (DOD, 2009:4).

The respondents were asked about gender integration within the SANDF, and the following were the responses.

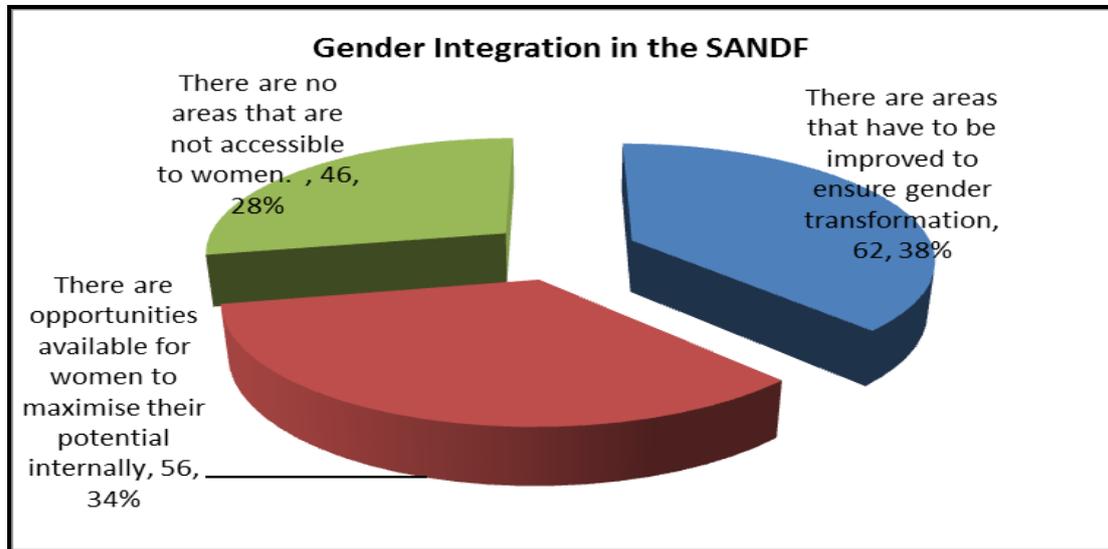


Figure 4-6 Gender transformation

Figure 4-6 indicates that the majority 62% of the respondents agreed that there are areas that have to be improved to ensure gender transformation and equity within the DOD. Some 56% also agreed that there were opportunities available for women to maximise their potential internally, while 46% also stated that there are no areas that are not accessible to women.

The respondents were asked if there was gender equity in the SANDF and the qualitative data yielded the following results. The vast majority (58 out of 69) of respondents generally felt that women are still marginalised, men dominate positions, and that women were not taken seriously and not considered in senior positions; i.e. more promotions amongst men than women. They gave empirical evidence that most men still perceive women as weak and emotional beings, who only belong to the kitchen, as during training women are exempt from some physical exercises and therefore treatment is not the same.

One participant felt that in the air force in particular, men are given preference in terms of promotion and placements. Some felt that because of the attitude men have with women, especially at a senior level, men don't want to accept women who are on the same level as equal colleagues, and men don't want to change their mindset with regards to gender equity. The rest felt that the organisation is still dominated by men at senior management level, decisions are made by men, and women issues are not receiving the same attention as it is required by legislation - most decision making positions are occupied by men. Only a few at lower levels are occupied by women and the women are not observed in meetings where top management (men) convenes.

However, very few respondents (11 out of 69) felt that women had the same treatment as men with regards to promotions and other workplace procedures, and that opportunities to training were the same; "We are getting there; I think we are doing better than other African States". Another participant felt that they had only encountered discrimination once in their 14 years of service in the SANDF. One participant felt that it is a 50/50 situation and it depends on one's work environment and code of ethics.

The DOD's gender mainstreaming strategy is aimed at increasing the numbers of women and improving the quality of their performance within the DOD, while the long-term objective is to attain parity at all levels. In pursuance thereof, dialogue was facilitated within the organisation in order to build consensus on the following issues:

- Areas that have to be improved to ensure gender integration within the DOD.
- Strategic alignment of gender within the DOD.
- Exposure to training and development programmes that enhance diversity management.

- Exposure to training and development programmes that enhance diversity management.
- Experience of discrimination on the basis of gender.

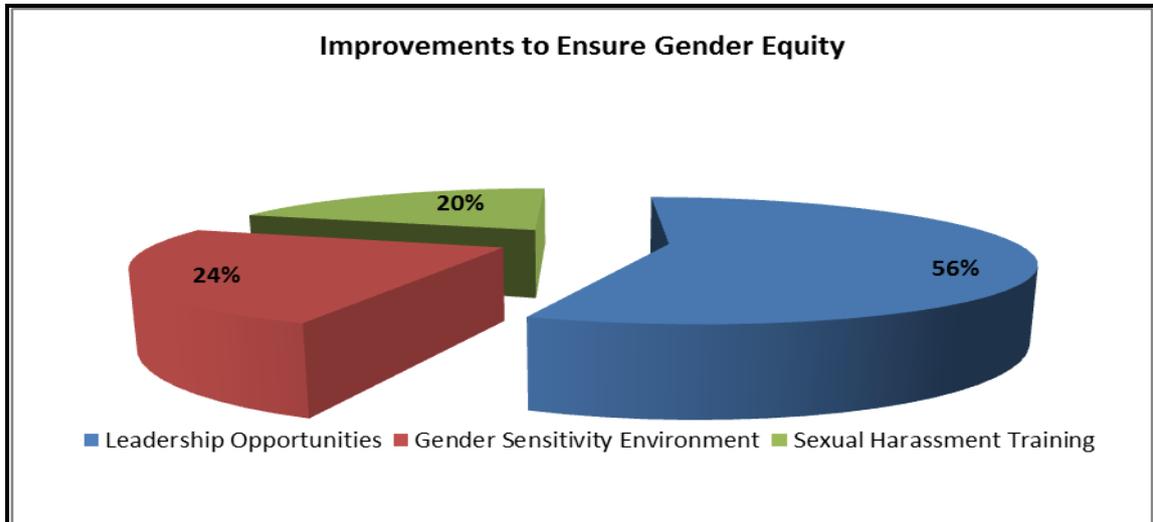


Figure 4-7 Areas that have to be improved to ensure gender integration within the DOD

Fifty six percent (56%) of the respondents concur and are of the opinion that, while there are opportunities available to women to maximise their potential like access for women in leadership opportunities, these are not adequate, as supported by the current gender breakdown as reflected in Chapter 2. Twenty four percent (24%) pointed out that the DOD has to create a gender conducive environment, while 20% of the respondents said that it is essential that there be ongoing education and training on sexual harassment.

The following are the qualitative responses on what needs to be changed within the SANDF.

- With regards to what needs to be changed in the SANDF in order to ensure gender equity, most of the participants felt that the problem that exists is that of mindset and attitude among the men.

- The majority felt that change of mindset of those that still believe that SANDF is a men's world was critical and that increasing the representation of women at senior management level was the ideal situation if gender equity was to be ensured.
- The respondents cited examples of gender imbalance in strategic positions, the male mentality that women are not capable of serving in the SANDF, and the existence of most of the women in the lower ranks of the SANDF as evidence that there was little or no gender equity in the SANDF.

With regards to what needs to be changed if gender equity is to be achieved, the following were highlighted by the respondents:

Management should be made aware of women's roles in SANDF. Furthermore, men's perception and attitudes should change; management should know that women are also capable of doing the same job as men, and that the very nature of the military that seems to reflect war and fighting is not only meant for men, it is also for women.

Some respondents felt that there is a need for a shuffle in terms of placing people who will understand the mandate of transformation in the SANDF. While the SANDF have a policy in place, checks and balances are not monitored. One participant indicated that adherence to government policy with gender equity was critical and that the SANDF should not window dress just to reach the required percentage of women in ranks but should follow procedures and policies.

One participant cited the case of the SA Air Force and Navy Services as areas of serious concerns with regards to gender equity; for instance there is only one Major General who is female and more are needed. They felt that women in lower ranks should not be suppressed but must be fast tracked to senior

positions and no politics should interfere in the process. One participant felt that promotion policies and the succession planning processes need to be reviewed in order to ensure that they are gender-sensitive. The succession planning process is male dominated and has the potential to discriminate against women.

In a nutshell, the respondents felt that for the effective transformation of gender equity in the SANDF there is a need for women to be positively considered in their workplace in the SANDF, by being more empowered, and by being promoted. Furthermore, there is need for meaningful development of women with the required skills that will enhance and improve their competencies and confidence in the SANDF.

There are also areas that can be improved to ensure gender integration, i.e. the creation of a gender-conducive and a sensitive environment within the male-dominated environments such as pilots, submarines and commander positions, especially in deployment. Issues related to sexual harassment, sexism and other subtle issues were also expressed and have to be dealt with by training and workshop programmes and open dialogue through seminars and conferences. These responses advance the critical notion that women are determined and are ready for ground breaking changes in the SANDF.

These views have been emphasised in Chapters 2 where the presence of women in the military has contributed to the elimination of stereotypes associated with men as warriors and women as non-combatants. This therefore implies that the integration of women into the military is not an anomaly but a necessary reality.

4.2.3 *Strategic alignment of gender equity within the DOD*

The DOD (2009:7) emphasises that gender equality considerations must be integrated within the organisational processes of planning, decision-making, compliance enforcement, monitoring and evaluation, and consensus to reach at least 40% of women representation in all Command Bodies,¹² and that top management is supportive and committed to the Gender Mainstreaming Strategy.

Some 53% of the respondents agree that the DOD top management regards gender equity as a strategic issue and are supportive of initiatives aimed at enhancing gender equity. Some 42% agree that gender equity measures are adequately addressed, and reference is made to the existence of the Transformation Management Policy which incorporates a gender framework and the DOD Gender Mainstreaming Strategy. The effective functioning of gender equity forums and the hosting of the annual DOD Gender Conference provides women in the department with an opportunity to raise gender transformation matters for representation to top management.

¹² Command Bodies: are the Department of Defence structures of highest and strategic decision-making.

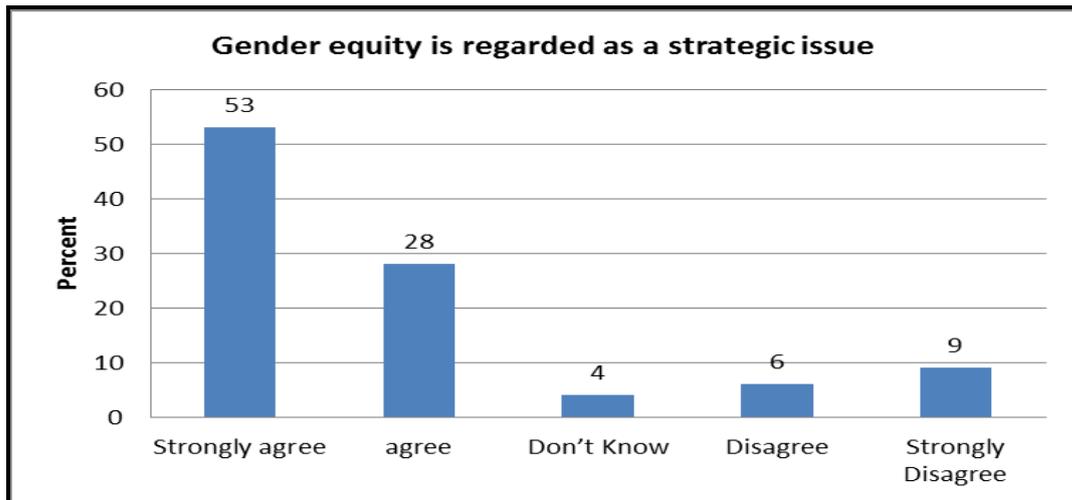


Figure 4-8 Gender equity is regarded as a strategic issue

Fifty three percent (53%) of the participants agree that gender equity and transformation within the SANDF is regarded as a strategic issue as top management is supportive of all gender equity initiatives and these measures are adequately addressed through the annual DOD Gender Conference, the support for the issues raised through the DOD Gender Mainstreaming Strategy, and the fact that the services are able to establish their gender focal points.

Carreiras (2006:25) maintains that for gender equity to prevail and women to be fully integrated within the military, there have to be supportive gender relations and the military must be a gendering institution since gender dynamics impact on the definition of gender roles as well as issues of sexuality - critical for the integration of women in the military.

4.2.4 Diversity management focus

Only 48% of the participants agreed that they received exposure to training and development programmes that enhance cultural diversity awareness within the department.

This area should be cause for concern as there have been many strategic programmes that have been institutionalised to enhance multi-culturalism and respect for cultural diversity; especially regarding race, gender, ethnicity and religion.

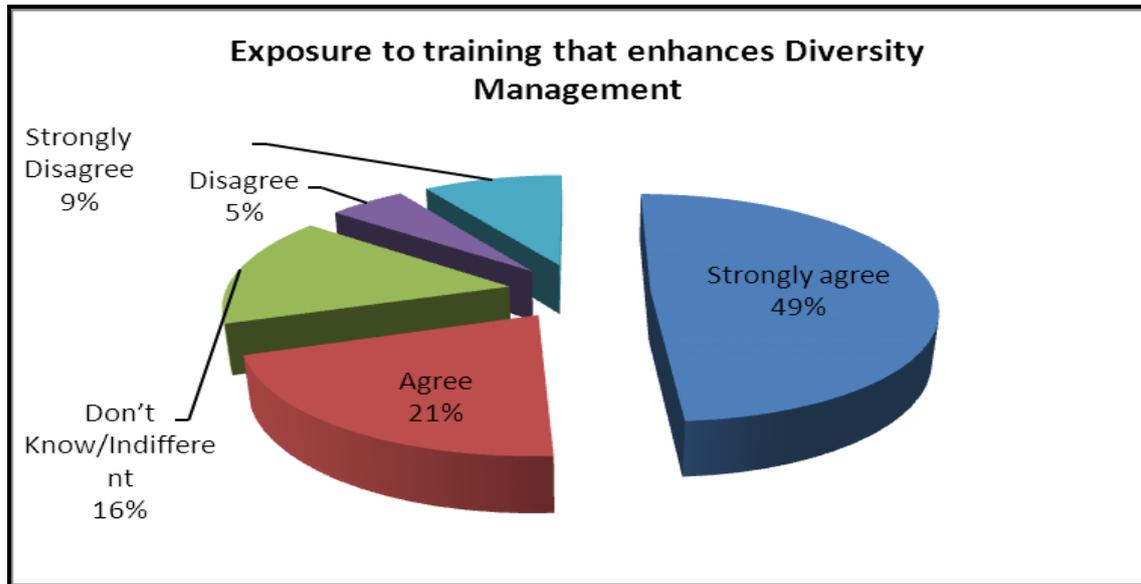


Figure 4-9 Exposure to training and development programmes that enhance diversity management

Only 49% of the respondents agree that there has been exposure to training that enhances diversity management, and further, that they are aware of internal programmes on cultural diversity within the units as these are offered by the Chief Directorate Transformation Management. These were followed by 12% who agreed and 16% who indicated that they did not know about these programmes. This is a worrying area as it implies that there should be attempts to reach out to these individuals and units that feel excluded from the process.

4.3. Qualitative results from the semi-structured interviews

The qualitative results from the semi-structured interviews indicate the following issues:

4.3.1 Diversity Management Awareness Training

All except three respondents indicated that they had been exposed to Diversity Management Awareness Training or some gender-specific training through workshops or formal structured course. They mentioned that the training and/or courses provided sensitisation on gender issues and were also informative because they highlighted a number of issues of concerns in the organisation; e.g. sexual harassment and other issues they took for granted. A specific example was given as follows:

“The sensitisation draws the line on how one should conduct themselves in behaviour and be cautious of remarks”.

The survey did not, however, investigate the reasons for never attending any course. The policy implications of the above results imply that the department’s approach to diversity management should be a planned, systematic and comprehensive process of creating an inclusive environment where all officials (with their differences and similarities) can contribute to the achievement of the organisational objectives and where all employees are enabled to optimise their full potential.

4.3.2 Discrimination on the basis of gender

The participants’ understanding of issues relating to discrimination on the basis of gender is commendable as they highlighted that there is another perceived element of discrimination; viz. of women by other women where professional

jealousy is perceived to be cause for concern.

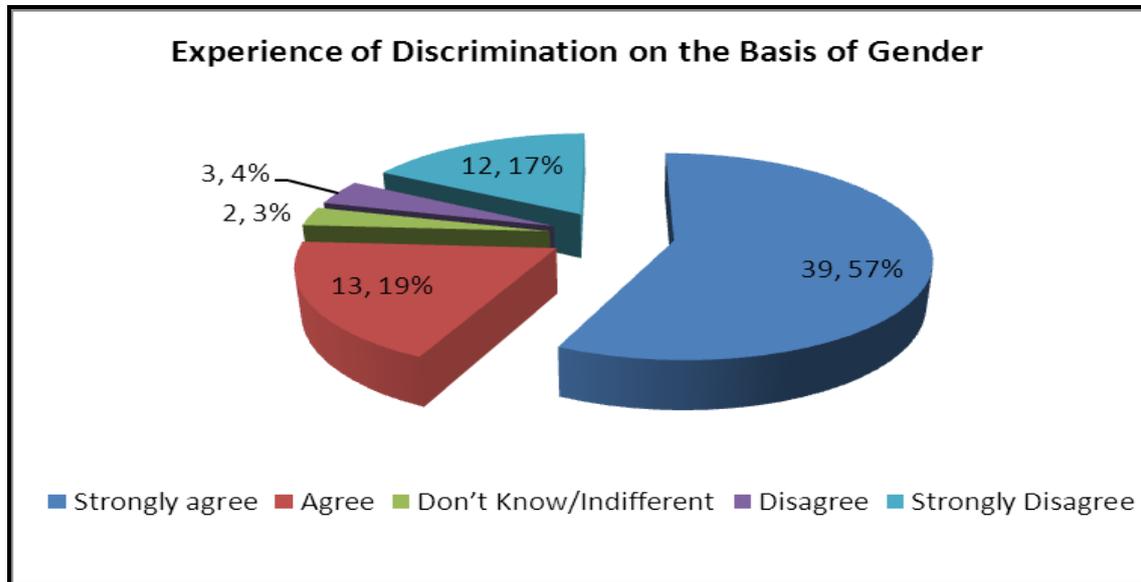


Figure 4-10 Experience of discrimination on the basis of gender

Figure 4-10 above illustrates that more than half (57 %) of the participants strongly agreed that they had no experienced some discrimination on the basis of gender, followed by 13% who just agreed. On the other hand, very few (16 %) strongly disagreed that they had no knowledge or experience of discrimination on the basis of gender. Some participants indicated that they had experienced harassment and sexual harassment to a lesser extent and these are viewed by the department as forms of gender discrimination. The implication of the results is that the majority of the respondents have experienced some form of discrimination, and that the SANDF needs to put in place more efforts in tackling gender discrimination, with an emphasis on women's rights.

The respondents emphasised that the matter could be at an alarming scale, especially during deployment; however, the extent cannot be determined as participants expressed that they are scared of reporting it as it could lead to victimisation and career limitations, especially during performance

management assessments.

4.3.3 *Gender equity*

The qualitative responses also yielded varied feelings on whether there was gender equity between men and women. The following are the responses from the semi structured interviews;

The vast majority (58 out of 69) of respondents generally felt that women are still marginalised and that men dominated positions and that women were not taken seriously and not considered in senior positions i.e. more promotions amongst men than women. They gave empirical evidence that most men still perceive women as weak and emotional beings, who only belong to the kitchen, as during training some physical exercises women were exempted, thus treatment is not the same. One participant felt that in the Air Force in particular, men are given preference in terms of promotion and placements.

Some felt that because of the attitude men have with women, especially at a senior level, men don't want to accept women who are on the same level as equal colleagues, and that men don't want to change their mindset with regards to gender equity. The rest felt that the organisation is still dominated by men at senior management level, decisions are made by men, and women issues are not receiving the same attention as is required by legislation - most decision making positions are occupied by men. Only a few positions at the lower level are occupied by women, and the women are not observed in meetings where top management convenes.

4.3.4 *Gender treatment*

Very few respondents (11 out of 69) felt that women had the same treatment as men with regards to promotions and other workplace procedures, and that

opportunities for training were the same; “We are getting there; I think we are doing better than other African States”. Another participant felt that they had only encountered discrimination once in their 14 years of service in the SANDF. One participant felt that it is a 50/50 situation and it depends on one’s work environment and code of ethics.

Despite the different services having translated their unique sexual harassment orders and relevant instructions from the DOD policy for implementation within their environments, reporting of such misconduct is at a very low level.

4.3.5 Gender specific problems that women experience

The survey sought to understand the specific problems that women experience in the SANDF. The following are the varied responses, though not ranked:

Largely, women still undermined and overlooked by men in the workplace, and as a result they lag behind in terms of deployment, especially to United Nations missions and combat ready planning, and if they are included on missions or training, it is because they have to fill in gaps of deficiency with regards to numbers required; “... women are regarded as members just there to fill the gaps of statistics”.

Access to management positions for women, equipment, recognition, short courses attendance, promotions, and representation at top structures were among the problems cited. Some went further to say that there was a patriarchal attitude, one of male dominance within the institution, which worsens the situation as the women themselves do not support each other.

Some felt that while men do not accept that women are capable, or lack the relevant education, the bottom line is that women are not equal to men and gender liberation is a myth. Some members are still of the opinion that the

military needs to be run by men and consider women as people who cannot make a positive contribution in the department. This perception was supported by one participant who felt that there are mostly negative perceptions regarding women: "... when one looks at a female leader they think about all what women cannot do and not their value and contribution to the organisation".

The above perception is also in line with the fact that some respondents stated that women are not allowed to work in work areas which are predominantly male dominated; e.g. deployment and combat environments, or SANDF sharp-end musterings.

Lastly, sexual harassment and victimisation, especially during deployment, was cited by one respondent. Since this is a sensitive issue, the other respondents might have not opened up on the issue.

4.3.6 Perceived problems women's presence pose to the functioning of the military

The respondents were asked to state the problems they felt were posed by women's presence in the military. Almost half the respondents indicated that there were no problems that women's presence posed to the functioning of the military. They felt that women have their role to play in all military institutions and establishments, and that the military is male dominated, women not fully accommodated, and hence they were not a threat to management.

They indicated that women were marginalised; i.e. not given in-charge positions despite the same training as their male counterparts, and that most women cannot cope with the work in the case of an emergency since they have a 'I don't care as long as I get paid' attitude. Some respondents hailed women as good performers and stated that women are systematic, good planners and usually get the job done.

However, some respondents had the following to say with regards to problems posed by the presence of women:

Women have problems such as pregnancy, taking time off when children are sick, etc.. During deployment, some women do not get any opportunities, as the organisation does not have a family support system to ensure that women do not suffer family-related problems while on deployment. Furthermore, some equipment used in the military is not meant for use by women, so adjustments have to be made; and to make matters worse, some men are not yet ready to be under the command of a women. There are also reported cases of senior management officers engaging in relationships with junior female officers.

4.3.7 Major constraints that prevent gender equity from being effective in the SANDF

Major constraints that prevent gender equity from being effective in the SANDF cited by the respondents include structural problems, lack of commitment and cooperation from management in implementing the gender policy, and male dominance and negative attitudes towards women. They also mentioned that competent women are overlooked for promotions, and lack training and exposure to certain work programmes. Furthermore, women get appointed to positions but are not empowered to fulfil the roles and responsibilities, such that when they make mistakes, it is easy to say that women are not capable of being in these positions.

There is a lack of support and participation from other senior managers, a lack of understanding of their needs, making women vulnerable to failure in carrying out their duties. This calls for compliance with the policies that have been developed to address gender equity, and a mind shift of men in the SANDF to change and accept women's roles in the SANDF. The respondents also indicated that the current tool/policy used for appointments does not favour women and needs to be revised.

Implementation of career opportunities for both men and women: The respondents indicated that career opportunities for men and women differed within the service, division, and rank structures. Some, however, indicated that men receive more opportunities than women and all 'Chief' ranks were dominated by males. Some indicated that women were underutilised and wrongly placed, and that their skills or qualifications did not match what they are doing. They suggested that specific gender empowerment training is essential if gender transformation within the SANDF is to be successfully implemented. Successful implementation and improvement of service delivery in the SANDF can only be achieved when men and women are assigned the same tasks and more women are given command opportunities/tasks.

Some respondents reiterated that both men and women need to receive equal career opportunities based on capabilities and performance. The current system of career management is not effective; there are no accountability or enforcement mechanisms to ensure that there is purposeful career planning for the organisation. Furthermore, career opportunities should be implemented fairly and equally, since women are always less in number. This impacts on their career opportunities to advance and they suggested that nominations and acceptance of women COLs in the ENSP and JSCSP should be equivalent to male counterparts. More benchmarking from the developed countries should be done.

With regards to promotion, a few of the respondents felt that there is little evidence to show promotion of more women into the General's rank and felt that more improvements could be made. They also pointed out that promotion timeframes differed among the SANDF members; some people/members stay for more than 10 years in ranks without any promotion but others get promoted in less than three years.

4.3.8 *Improvements that have been made since 2000*

With regards to improvements that have been achieved so far, the majority of respondents except three felt that there were improvements in the recruitment, equity and promotions within the SANDF.

Five of the respondents felt that there were generally more women recruited and promoted, as well as more educational opportunities given to women. They felt that women are now being considered for international deployment courses and this was evidence of a transformation process within the SANDF.

More than half of the respondents felt that men and women have increasingly received equal opportunities, e.g. medical benefits, and that there has been quite a significant change in men's attitudes during the past few years. They indicated that the establishment of the Gender Mainstreaming Committee was that major driver of the transformational process. They cited the involvement of women in combat and sea, promotion of female BRIG GENS by SAMHS, and allowing a female Major General to be part of command council bodies (DOD), the promotion of more women into senior positions, and the sensitisation of more men on equity issues as evidence of positive steps in the transformation process. They further stated that in the recent past, 20% of women have been fast tracked and in are in sensitive posts and other senior management positions.

However, two respondents felt that there was still much to be done, and that although some policies were developed to achieve gender equity, there is lack of implementation since most of the recruited women are in the lower ranks and very few in senior management.

4.3.9 *Areas within the SANDF that are perceived to be most inaccessible to women*

The respondents were asked to discuss issues or areas in the SANDF which they thought were most accessible to women. The vast majority of them perceived that there were few areas where women had much access. They attributed military training as the major obstacle in women's access to the military, and that training equipment is not gender-friendly; e.g. infantry combat vehicles designed for men. The following are the areas that women felt they had less access to:

- *Combat environments.* They explained that the general attitude that women are emotionally weak, cannot handle stress or are lazy, has led to very few women participating in combat exercises. It is mostly regarded as a male job since it involves physical and emotional determination. They said that this environment is not gender-sensitive and women cannot work at the "sharp-end".
- *Deployment.* Some respondents felt that deployment areas were not always accessible or gender-friendly and that except for the Special Forces that needs specialised training, most duties are hard for women involve a lot of travelling, which women may not cope up with. They also felt that deployment commander, pilot, instructor, and prosecutor positions were not accessible to women and that operational units had very few women. They attributed this absence of women in such posts to the lack of understanding that women can lead a contingent as women are regarded as lacking the technical qualifications (engineers and artisans) suitable for such appointments, in addition to the physical requirements for pilots (weight and height).

4.3.10 Need for the representation of more women especially in senior management

The respondents were asked to explain if there was a need for more representation of more women, especially in senior management positions in the SANDF. The majority felt that this was critical, especially compared with other security agencies, and that representation should be effected unconditionally.

They cited the reasons for the need for more women in senior management as the SANDF is a patriarchal organisation, and that women continue to be vulnerable if their needs are not properly addressed. They felt that if women are well represented in senior management, their requirements would be incorporated within the framework of the organisation's strategic plans. Furthermore, women are multi-skilled beings, and their representation will assist the department in making the changes that will be beneficial to enhance and improve the department's overall performance.

Some respondents felt that women are innovative and can bring change in the workplace, and that it is imperative to transform the SANDF workforce structure with regards to gender equity. They argued that if the gender policy was made imperative and enforced, women could change things by contributing positively and by bringing in new ideas: "We need to see more visibility of women in the SANDF, right now there is one Major General who is a female".

Some felt that women at the level of three stars were not represented in the SANDF and that there is a need to empower senior and middle management. Furthermore, the SANDF needs to educate men to acknowledge their women colleges and empower them, and it is important that the men should lead the process of transformation.

Respondents had the following to say:

“We definitely need more women in these positions, but women must not be appointed as “window dressing”.

“They need to be empowered for these positions and not be set up for failure”.

Other respondents indicated that currently there was only one female Major General (as earlier stated) which calls for more women to be promoted to senior levels. They noted that to date the increase in representation was only at entry level (L/Cp/Cpl) and that this must be changed in order to increase the number of women at decision-making levels, and that this is only possible by uplifting the women to senior level posts.

However, they faulted the SANDF for the failure to address the challenges faced by the DOD members and the appointment system, in which the former forces are responsible for appointments, a process which is dividing the organisation. However, one participant argued that women themselves have a tendency of “PHDS”- (pull her down syndrome) amongst themselves and that the current situation is because of the women themselves. Therefore they speculate if employing and implementing the DOD policy on transformation would enhance gender equity within the SANDF.

4.4. Qualitative analysis of results from the focus group interviews

The participation of members from military units within the Pretoria region was commendable, although the target set was not reached due to various reasons highlighted in Chapter 4. Some 81% of the participants took part in the focus group interviews.

From an observation perspective, the participants displayed acceptable levels of knowledge and expertise on the subject matter and were able to provide substantiated arguments regarding the various questions posed.

It became apparent during the focus group interviews that the participants demonstrated a heightened awareness of, and a greater sensitivity to, gender equity issues in relation to gender integration within the SANDF, the strategic alignment of gender equity within the SANDF, the diversity management matters, and the assessment of whether or not they had experienced or had knowledge of gender discrimination. The participants also reflected on the necessity by top management to provide women with opportunities to exercise their leadership capabilities.

4.5. Quantitative analysis of results from questionnaires

The statistical process used to analyse quantitative data is the Statistical Package for Social Scientists (SPSS) version 18.0 and the respective tables are reflected in Chapter 4.

71% of the returned questionnaires could be utilised for data analysis and interpretation. The questionnaire was composed of 20 statements which were measured using the Likert scale and the Gender Empowerment Measure (GEM). The questionnaire was designed to reflect biographical data and the various themes formulated in relation to the theoretical review in Chapter 2.

Descriptive (inferential) statistics were used to highlight the percentage breakdown of the various categories. Graphical representation and tables were also provided for substantiation. Struwig and Stead (2001:158) maintain that descriptive statistics provide statistical summaries of data and their purpose is to provide a coherent and straightforward picture of a large amount of data.

Struwig and Stead (2001:159) recommend that inferential statistics use samples of observation (scores from a measure) to infer observations and characteristics found in a population and these inferences assist in making generalisations.

Some of the male participants expressed traditional cultural views about the submissive role women have to play, which therefore cannot translate to them becoming military leaders. The contention raised in this area signifies the attitudes and stereotypes of some males towards gender integration within the military. Women therefore are perceived to be physically unfit, cannot stand the test of military pressure and a war environment, and that the debate of integrating them into decision-making structures is a farce.

The majority of the respondents highlighted that there has been visible progress made towards gender equity representation. However, this is not adequate and more improvements are critical for the SANDF. Some of the reasons advanced for improvements are the following:

- Access for women in leadership positions.
- The creation of a gender-sensitive and inclusive environment for women to maximise their potential.
- Sexual harassment and empowerment training programmes.

They also mentioned that there is relative compliance to policy prescripts and the communication and diversity management efforts were essential in eliminating perceived subtle gender inequalities and forms of discrimination manifested through harassment, sexism and sexual harassment. It must also be stressed that 20% of the respondents mentioned that the status quo will remain for a long time as a military environment is male-dominated and slow in responding to gender equity.

4.6. Conclusion

This chapter comprised the presentation, analysis and interpretation of the results. Descriptive statistics were used and graphs highlighted the triangulation method employed.

The research aim in this study was to determine the extent to which the DOD is supportive of gender transformation and equity. Notwithstanding the challenges encountered during the study, it is the contention of the researcher that the study was able to fulfil this objective in discerning that the Department of Defence, and noting that the SANDF is primarily a male military institution, it is unswerving in its commitment to both the principles enshrined in promoting gender transformation and equity. Further, the study ascertained that there will be progress in the improvement of gender representivity targets. The responses gathered were based on the accomplishment of the following sub-objectives:

- To explore the literature available on transformation and gender equity.
- To identify factors that hinder gender equity and further identify barriers within the SANDF.
- To describe the mechanisms/strategies that will promote gender equity within the SANDF.

In view of the sub-objectives, the analysis and interpretation of the findings was divided into the following four main categories:

- Gender integration within the SANDF.
- Strategic alignment of gender equity within the SANDF.
- Diversity management focus.

- Discrimination on the basis of gender.

What is remarkable in the findings and analysis is the broad agreement that there is visible progress on measures to enhance gender integration in the military. There is an expectation that the department should take more responsibility for creating a gender-conducive environment for women to enhance the integration of women in the military and furthermore for them to maximise their capacities in all the different, functional military disciplines.

The DOD (2008:3) advocates for the creation of an enabling environment where the adoption of positive measures aimed at involving women in the decision-making structures of the organisation should be created to ensure the successful implementation of the Gender Mainstreaming strategy. Against this background, therefore, the study revealed that there is also an emerging concern of expressed discrimination of women by other women with areas of professional jealousy noted as part of that manifestation. Chapter 5 highlights the conclusions and summarises the recommendations as revealed from the findings of the study.

CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter provides a summary of the recommendations and the conclusion of the study undertaken to determine to what extent the DOD is supportive of gender transformation and equity. The chapter has been divided into various areas; the overview of the chapters, conclusions, the key recommendations, recommendations for future research, the limitations of the study (in particular during the data collection and analysis period), and finally concludes with a summary.

The study endeavoured to determine the degree to which gender transformation was supported in the SANDF. Striving for gender equality requires specific government frameworks; the National Policy Framework on the Advancement and Empowerment of women, The DPSA gender framework, and implementable DOD policy measures that will ensure an improvement in gender representation for women, especially at decision-making levels, and that both men and women are provided with equal access to empowerment, opportunities, training and resources.

5.2. Overview of chapters

This section will present an overview of the chapters of the study undertaken to explore the extent to which transformation within the SANDF has enhanced gender equity.

Chapter 1: Provided an orientation and introduction to the transformation and rationale for undertaking the research, discussion of the research design, and

the methods employed on which the study is premised.

Chapter 2: Provided the conceptual framework of gender transformation and equity, and the related concepts of affirmative action, employment equity. The chapter also provided an overview of the SANDF and further discussed the transformation implementation and gender mainstreaming strategies in the organisation. The challenges to gender equity were also examined.

Chapter 3: Provided an outline of the exploratory study pertaining to research methodology, design, aims, data collection and analysis, and measurement tools.

Chapter 4: Presented the results of the study in exploring the experiences and perceptions of the impact of the transformation process on gender equity in the SANDF.

Chapter 5: Presented the conclusions emanating from the findings, and further highlights the recommendations.

5.3. Conclusion

The achievement of gender equality is a constitutional imperative, based in particular on Section 9 of the Constitution, which entrenches the right to substantive equality. Gender mainstreaming is not an end in itself, but a strategy; an approach, and a means to achieve the goal of gender equality. The right to equality includes the prohibition of harassment, incorporating sexual harassment, and harassment on the basis of gender and racial discrimination.

The research question was to explore how gender transformation and equity are supported within the SANDF.

The findings of the study found that the Department of Defence, and in particular the South African National Defence Force, has undoubtedly made visible progress with gender transformation and mainstreaming in its policy processes to enhance the integration of women in the military since the advent of democracy. However, the study also uncovered areas where there are differences of opinion as to the real significance of the advancement of women in the SANDF.

Although progress has been made with regards to transformation in the advancement of women in areas of the DOD that were traditionally perceived to be preserved for men, women must ensure that they are not found wanting when opportunities are presented and that the implementation of government strategies and policies with regards to the advancement and recruitment of women are implemented and frequently monitored. The continuous task is the acceleration of the process in bringing to fruition the mandates embodied in the White Paper on Defence and the Defence Review.

The following conclusions are therefore based on the objectives of the study.

5.3.1 The first objective

To explore the literature available on transformation and gender equity.

- **Equitable representation:** Reasonable progress has been made towards equitable representation of women in decision-making levels. Historically these were exclusively male-dominated environments within the military. The literature revealed that gender integration in the military compares favourably with other militaries, and this places South Africa amongst leading democracies with regard to gender integration and strategic alignment. The DOD developed an Affirmative Action Plan in 2002 which contained gender objectives. These objectives have not

been successfully implemented by the services and various divisions.

- **Value transformation:** The DOD value system, principles and processes on transformation management and gender equity are compliant with the Constitution, as the department stresses equality, and zero tolerance of sexual harassment and sexist attitudes. Notwithstanding the fact that there are existent structures, i.e. the DOD Transformation Management Board and the DOD Gender Mainstreaming Council, there are noted weaknesses in relation to the advancement of women.
- **Participation of women at decision-making level:** There are a few women represented in the Command Bodies, especially the highest military decision-making structure (about eight women out of a total of 28); viz. the Plenary Defence Staff Council.¹³ The DOD Gender Mainstreaming Strategy highlights that the primary responsibility for mainstreaming gender equity lies with the leadership.

5.3.2 *The second objective*

To identify factors that generally, hinder gender transformation and equity within the SANDF.

In Chapter 2 both the factors impacting on gender equity and the challenges were highlighted. The study revealed that issues related to organisational dynamics, power structures, and the nature of the military by its virtue of being a predominantly a male environment, were some of the challenges experienced by women.

¹³ The Plenary Defence Staff Council is one of the highest military decision-making structure in the South African National Defence.

These to a large extent influenced their full integration and recognition within the SANDF. Harassment, and in particular sexual harassment, is also a challenge.

The Business Day (2011:3) reported that, “Army women do not report harassment”. This article stressed that sexual harassment continues to be a problem facing women serving in the SANDF and it is under-reported, as claimed by the Joint Standing Committee on Defence (JSCD) in Parliament. The JSCD has urged the SANDF to be more aware of the wellbeing of women in order to reduce the high dropout rate.

The study has also acknowledged that some challenges related to the requests that have been made by women to be moved from combat corps and be placed in the support mustering. The reasons provided related to career and job-related issues, family responsibility, lack of support during deployment, and power and discrimination matters. These individuals request to re-muster to mainly the training and human resources environments.

5.3.3 *The third objective*

To describe the mechanisms and strategies that will promote gender equity within the SANDF.

Despite the progress made in relation to gender transformation in the SANDF and the noted challenges that impact on the advancement of women in the military, it is critical that a gender analysis¹⁴ with an emphasis on sex

¹⁴ Gender Analysis is the qualitative study that examines the existing gender inequalities and differences between men and women. The analysis focuses on understanding issues related the culture, patterns and norms in the existence of these disparities, reasons for their existence and what solutions can be provided.

aggregated data¹⁵ should be conducted which will examine the manner in which policy, plans, and actions are likely to impact on women and men, taking into consideration the diversity of their needs and their experiences. This will further draw attention to the women empowerment programmes that will target the factors that impact on gender equity.

5.3.4 *Gender mainstreaming*

Gender issues are incorporated into the DOD Gender Mainstreaming Strategy. However, there generally does not seem to be a deliberate systemic integration of gender priorities.

The focus is mainly about the advancement of women in leadership positions and the eradication of violence against women. This area also shows that members in the department need a clearer understanding of the respective services, benefits and opportunities available to them to assist them to appreciate the resources and how to take advantage of them. Skills, knowledge and experience play a dominant role and are a determining factor in gender transformation as the empowerment of women should strive for the achievement of these critical factors.

5.4. Recommendations

It is only when a critical mass of women in all their diversity in decision-making positions is achieved that gender issues broadly will be addressed and the goals of equality, development, integration and the advancement of women can be realised within the armed forces.

¹⁵ Sex Aggregated Data: Is the provision of statistical information to highlight the differences and disparities between men and women.

Rust (2007:131) proposes that the leadership of women has to be welcomed and nurtured and they have to be encouraged to be able to construct alternative social realities. The following recommendations are presented, based on the findings of the study:

5.4.1 Monitoring and evaluation

Enforcement through performance management mechanisms, contracting and review is essential for the policy implementation of gender equity initiatives. Reporting on transformation and equity is weak and irregular.

Monitoring and evaluation of the gender mainstreaming arrangements appear to be non-compliant with the policy on gender balance matters. Non-compliance does not incur sanctioning for future corrective action. The clause on the measurement of compliance to gender transformation has to be included in the performance agreements of Service Chiefs.

Given the emphasis on the enforcement of compliance and performance management of gender transformation, it is essential that quarterly and annual reporting of progress on gender equity is undertaken for assessment at the level of the Council on Defence to ensure improvement. The means for effective execution of the DOD strategic gender priorities is to incorporate valuable monitoring and evaluation strategies for sustainability.

5.4.2 Reasonable target setting

The SANDF has to ensure that accelerated training and development opportunities for women are accessible to guarantee representation in leadership positions, and these should further be aligned with promotion and placement prospects during the succession process.

Secondly, the SANDF should target more women in their recruitment drives. The current target of 30% at the senior management level has to be entrenched as government currently requires 50%. At the same time, the 40% target at entry level for the Military Skills Development programme has to be extended to other areas, including the Reserve Force component, subject to the feasibility and the reality of attaining these targets. Furthermore, more women defence attachés¹⁶ have to be appointed to enhance gender representivity within that environment.

5.4.3 Creation of a gender inclusive environment

In the main, the DOD has to ensure that all personnel in the armed forces are protected, especially women, by creating an environment that is free from all forms of discrimination, harassment, sexual harassment and sexism. Furthermore, it should entrench the richness and diversity found in these men and women. Essentially, training related to the enforcement of institutional mechanisms will allow members to understand the role of women in the military.

5.4.4 Career management and developmental opportunities

Appropriate career counselling services should be implemented to ensure that the choices made by women are accurate and fulfilling to enhance their motivation levels (person-post-fit). More women should be encouraged to apply for studies at state expense to improve their academic status. Support for women and their families is critical, especially during deployment, to ensure their resilience and perseverance during their absence from their support

¹⁶ Defence Attachés: military personnel (both men and women) deployed to various diplomatic positions in embassies around the world for a period of three to four years.

systems. This should be complemented with effective and regular communication for them to stay informed on gender issues.

5.5. Limitations of the study

The majority of respondents and participants in the focus groups were females, mainly from the Military Health Service (predominantly health professionals). This creates an impression that the study could have been biased towards females. Also noted was the non-attainment of the desired results as the focus groups sessions were over-represented with Africans.

Although the targeted sample was 60 for three groups of focus group interviews and 200 questionnaires, the actual study comprised 49 focus group participants and 142 respondents to the questionnaire after elimination of the spoiled responses.

Only 71% of the questionnaires returned could be utilised for data analysis, and 81% of participants took part in the focus groups. The sampling method may affect the conclusions drawn as the method selected does not necessarily insist on being representative.

Due to financial and time constraints, the study was only undertaken in military units within the Pretoria region. Stretching beyond to other SANDF areas and DOD units countrywide would not have been feasible.

5.6. Policy implications

The general conclusion in this study is that women still have a long way to go with regards to filling in of senior management posts. Most of them are concentrated within positions which in the lower ranks and which have high rates of turnover.

Furthermore, most of the participants felt that the problem that exists is that of mindset and attitude among the men and low self esteem among the women themselves.

These results are consistent with global results as indicated in the World Development Report (2012). It states that although women have entered the labour force in large numbers across much of the developing world in the past quarter century, this increased participation has not translated into equal employment opportunities or equal earnings for men and women.

In the local context, the South African National Gender Programme was introduced into an institutional framework with established Human Resource norms, standards and practices. A key feature in the recruitment of personnel is the high value placed on women's administrative and management positions. South Africa's definition of, and goals towards, achieving gender equality are guided by a vision of human rights which incorporates acceptance of the equal and inalienable rights of all women and men.

With regards to the results of this study, effective transformation of gender equity is needed for women to be positively considered in their workplace in the SANDF, by being further empowered, and by being promoted. Furthermore, there is need for a "women's empowerment" approach that tends to focus more on the practical needs of women in the SANDF.

5.7. Recommendations for future research

The recommendations and the limitations of the study provide the notion that there could be consideration for future research engagements on the subject matter as it was not exhausted with this study. The study on gender transformation and equity has to be transcended beyond the SANDF to include the following:

- The role and participation of women in combat.
- A comparative gender equity study of the South African National Defence Force with other women in the armed forces within the Southern African Development Community (SADC).¹⁷

5.8. Summary

The main aim of the study was to explore the extent to which the SANDF is supportive of gender equity. On the whole, the focus of the study was mainly on the literature review which applied several theoretical frameworks, the conducting of focus group interviews, and administering a questionnaire to assess the attitudes and perceptions of the military community towards gender integration in the armed forces. Simple descriptive statistics were employed to stress the analysis of the data gathered.

The most significant finding of the study is that there is no uncertainty or incongruence regarding the commitment of the SANDF in gender transformation and equity. Although considerable strides have been made in appointing women in decision-making positions at various organisational levels, they are still sparsely represented in critical decision-making structures in the top echelons; i.e. the PDSC and the Council on Defence (COD).¹⁸

Furthermore, this situation therefore impacts on the critical mass essential for bringing alternative contributions to important decisions within these structures.

¹⁷ SADC: The Southern African Development Community is a 15 member states community which includes Botswana, South Africa, Lesotho and Angola, amongst others. These countries promote regional co-operation on economic, social and political issues.

¹⁸ COD-Council on Defence: Minister of Defence and Military Veterans decision-making structure which includes the Chief of the South African National Defence Force, the Secretary for Defence and the Director General for Military Veterans.

Reference was made by some of the respondents of the invisibility of military women within these structures. There appears to be a misalignment between accelerated development, succession planning, and the broader goal of achieving equitable representation of women in all structures at all levels of the organisation.

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APPENDICES

Appendix A: Authorisation to complete research

RESTRICTED

Telephone: 315-0759
Fax: 326-3246
Enquiries: Col T.G. Baloyi



DI/SDCI/DCIC/R/202/3/7

Defence Intelligence
Private Bag X367
Pretoria
0001
122 July 2010

APPLICATION FOR RESEARCH: COL D.C. MONETHI

1. Your e-mail received on 30 June 2010 refers.
2. Permission is hereby granted from a security perspective to conduct research within the Department of Defence (DOD) on "To what extent has transformation enhanced gender equity in the SANDF", taking the following into account:
 - a. Members taking part in the research must do so on a voluntary basis.
 - b. Any information obtained during this research that are confidential, should be handled as such.
3. On completion of the research, the final product must first be submitted to Defence Intelligence (DI) Sub-Division Counter Intelligence (SDCI) for scrutiny and authority for release before distribution to any organisation or individual outside the DOD.
4. For your attention.


(B. NSCOBO)
ACTING CHIEF DIRECTOR COUNTER INTELLIGENCE: BRIG GEN

CED/VED (ResearchMonethi)

DISTR

For Action

Chief Director Transformation Management

(Attention: Col D.C. Monethi)

Internal

DI/SDCI/DCIC/R/202/3/7

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Appendix B: Authority to publish dissertation

RECEIVED 07/11/2011 11:13 0123556049 C HR
07-NOV-2011 11:24 FROM TO 0123556049 P.02/02

RESTRICTED

DI/DCIC/R/202/3/7

Telephone: (012) 315-0216
Fax: (012) 326-3246
Enquiries: Brig Gen E.L. Pule



Defence Intelligence
Private Bag X367
Pretoria
0001
3/ October 2011

**AUTHORITY TO PUBLISH A DISSERTATION ON TRANSFORMATION IN THE SANDF:
WITH SPECIFIC REFERENCE TO GENDER EQUITY: COL D.C. MONETHI**

1. Your request letter dd September 2011 received by Defence Intelligence (Sub Division Counter Intelligence) refers.
2. Permission is hereby granted from a security perspective to Col D.C. Monethi to publish a thesis entitled "**Transformation in the SANDF: with Specific Reference to Gender Equity**".
3. For your attention.


(MAJ GEN T. MATLAKENG)
CHIEF OF DEFENCE INTELLIGENCE: LT GEN
KS/KS

DSTR

For Action

Chief Human Resources

(Attention: Col D.C Monethi)

Internal

File: DI/DCIC/R/202/3/7

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TOTAL P.02

Appendix C Questionnaire



Enquiries Col D.C. Monethl
 Tel: (012) 355-5979
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APPENDIX B: RESEARCH QUESTIONNAIRE

RESEARCH QUESTIONNAIRE: GENDER EQUITY IN THE SANDF

This is a request for you to complete this anonymous questionnaire which is part of my research project to understand the status of Gender Equity in the SANDF. Authority has been granted by the department to conduct this study. The information that you provide will be treated with confidentiality. Kindly return the completed questionnaire to this office (Block 2 Level 1 Office no 291) by 15 September 2010 or contact me and I will collect it from your office.

Thanking you for participating in this study!

BIOGRAPHICAL DATA

(PSAP) Management Level

Senior Management (Level 13-16)
 Middle Management (Level 9-12)
 Lower Management (Level 6-8)

Race

African
 Coloured
 Indian
 White

Age

≤ 29 years
 30 to 50 years
 ≥ 51 years

Gender

Female
 Male

Rank

Col/ Capt (SAN)
 Lt Col/Cdr
 Maj
 NCO

Service/Division

SA Army
 SA Air Force
 SA Navy
 SAMHS

GENDER INTEGRATION

QUESTION 1

In your view do you think that men and women receive equal treatment in the SANDF?

If your answer is YES/NO why do you think it is so? Kindly elaborate

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QUESTION 2

What do you think needs to be changed to ensure gender equity within the SANDF?

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QUESTION 3

What is your opinion of the need for the representation of more women especially in senior management positions?

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QUESTION 4

Which according to you are Gender specific problems that women experience in the military?

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QUESTION 5

Which problems do you think women's presence pose to the functioning of the military?

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QUESTION 6

What according to your opinion are the major constraints that prevent Gender Equity from being effective in the SANDF?

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QUESTION 7

What is your opinion on the implementation of career opportunities for both men and women in the SANDF?

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QUESTION 8

What do you think are the improvements that have been made for both men and women since 2000 to promote equity?

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QUESTION 9

Are there any areas within the SANDF that you think are the most inaccessible to women and why?

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DIVERSITY MANAGEMENT FOCUS

QUESTION 10

Have you been exposed to Diversity Management Awareness Training or any Gender Specific Training? Please Specify

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DISCRIMINATION ON THE BASIS OF GENDER

QUESTION 11

Do you think there is unfair discrimination on the grounds of Gender in your work environment?

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QUESTION 12

In your view is management supportive of gender transformation initiatives? Kindly explain

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STRATEGIC ALIGNMENT OF GENDER EQUITY

QUESTION 13

Kindly select only one answer per question and place an X in the corresponding column

The Department of Defence is very supportive of Gender Equity

1.	Strongly Disagree	
2.	Disagree	
3.	Don't know	
4.	Agree	
5.	Strongly Agree	

QUESTION 14

Kindly select only one answer per question and place an X in the corresponding column

1.	Strongly Disagree
2.	Disagree
3.	Don't know
4.	Agree
5.	Strongly Agree

14.	Military standards should be the same for both men and women					
a.	When undergoing military training	1	2	3	4	5
b.	In the workplace	1	2	3	4	5
c.	More women should be placed in decision-making positions	1	2	3	4	5
d.	Gender discrimination does exist in the SANDF	1	2	3	4	5

QUESTION 15

Do you think in your understanding that the SANDF is supportive of Gender Mainstreaming initiatives?

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Appendix D: Focus group interviews

QUESTION 1

Why do you think gender equality is important?

QUESTION 2

In your view do you think that men and women receive equal treatment in the SANDF?

If your answer is YES/NO why do you think it is so? Kindly elaborate

QUESTION 3

What do you think needs to be changed to ensure gender equity within the SANDF?

QUESTION 4

What is your opinion of the need for the representation of more women especially in senior management positions?

QUESTION 5

Which according to you are Gender specific problems that women experience in the military?

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Are there any areas within the SANDF that you think are the most inaccessible to women and why?

QUESTION 11

Have you been exposed to Diversity Management Awareness Training or any Gender Specific Training? Please Specify

QUESTION 12

Do you think there is unfair discrimination on the grounds of Gender in your work environment?

QUESTION 13

In your view is management supportive of gender transformation initiatives? Kindly explain