

**Women leadership in Local Government:  
An assessment of support by key stakeholders**

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**MASTERS DEGREE IN BUSINES LEADERSHIP**

by

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## DECLARATION

I, Sylvia Princess Phala certify that the report is my own work and all references used are accurately reported.

Signed

Date

## **ACKNOWLEDGEMENTS**

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## EXECUTIVE SUMMARY

**“The glass ceiling is a global phenomenon that prevents women from reaching the most senior top positions in organisations”** Professor Nkomo (2004).

Glass ceiling concept is commonly used in corporate sector. In South Africa, many theorists believe that the ceiling does not seem to be cracking. In contrast though, in government, both at national and local level, the ceiling seem to be cracking as women are better represented in leadership positions. The government institutions particularly local government has been a better platform to implement government policies and all forms of legislation as well as policies from local and international forums with limited constrains.

It is also expected that these institutions would create an enabling environment for women to dispel the myths about their capabilities and for all key stakeholders to play a role in supporting and developing women leadership not only in the political arena but also in the economic sector as outlined in Chapter 1. The local government arena is more complex than in the corporate sector given the diversity of stakeholders and legislation governing the institution as highlighted in Chapter 2 of this report. The literature review in chapter 3 further defines and outlines leadership complexity in local government.

Observation of the gender dynamics and other related complexities in local government culminated in a qualitative study involving in-depth telephonic interviews with 12 women in leadership positions within Gauteng province local government using a purposive sampling technique. The in-depth interviews constituted primary data which were supplemented by document review/study such as the constitution, legislation and other related public documents. The aim of the study, as spelled out in chapter1 was to assess the effectiveness of support provided to women holding leadership positions in local government by key stakeholders.

This report has established that women in leadership positions in local government experience similar barriers as other women leaders in the corporate sector despite the legislative, academic and political support provided by key stakeholders. As stated in Chapter 5, women in leadership positions managed and lead faced with prejudism emanating from social customs, informal institutional values, norms and

cultures like in the private sector. This means that the findings on the study – Assessment of support by key stakeholders was not effective as it was envisaged.

The study drew four key challenges that affected women in local government including limited support provided by the key stakeholders. Some recommended possible interventions along these obstacles were outlined in chapter 5. These include: I) Legislation and training which were perceived to be non-effective since *“Attitudinal changes cannot be dictated, mandated and legislated”* van der Colff (2004). II) Lack of Networks and Mentorships. III) Negative Attitude based on patriarchy and, IV) The need for Political Parties’ to reengineer that strategy in addressing women challenges.

The key recommendations which are fully elucidated in Chapter 6 were stipulated. The key recommendations call for more intervention from education and academic fields, political parties, religious groups and non-governmental organisations particularly in changing the mind set and attitude of society at large.

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## **DEFINITIONS**

**ASGISA** - Accelerated and Shared Growth Initiative for South Africa. A government program aimed at accelerating economic growth at 4.5% until 2009. This will be achieved through developing infrastructure, addressing deficiencies in state institutions, capacity and leadership building.

**Basic services** - Essential services that government is expected to provide such as water, sanitation and electricity.

**Constitution** - The highest law in South Africa, this document sets out the fundamental principles governing the country. It contains the Bill of Rights and sets out the structures and powers of the national, provincial and local spheres of government.

**Culture** - Values that are largely shared by members of society or community even if each member's personal values do not entirely agree with some normative value of the community.

**Democracy** - Majority rule. The people vote in an election and the party or candidates that get the most votes rule the country.

**Effectiveness** – Adding value and success in leadership.

**JIPSA** - Joint Initiative for Priority Skills Acquisition which entail government effort to develop and acquire skills such as engineering and planning for the networking industries, transport and energy sectors.

**Stakeholders** – Individuals, organizations, parties working closely with municipalities. These include officials, civil society, political parties, private sector and management institutions leaders are affiliated to.

**Legislation** – Acts or Laws passed by parliament.

**Local Government** - District and local municipalities that are established in accordance with the Constitution and the Organised Local Government Act, 1997 (Act 52 of 1997).

**Methodology** - The approach or plan you adopt in order to set about achieving something. For example, you would need to choose a specific research methodology before you implement a study.

**National government** - The highest governing body in the country. It consists of legislative (parliament), executive (the executive council) and judicial (the courts) branches that are responsible for making, implementing and enforcing the law.

**Public-Private Partnership** - Where a private party contracts with a government body to provide a government service or fulfil an administrative function. The government body plays an active role in the partnership.

**Urban** - A densely populated area with a high level of services and infrastructure, such as a city.

**Social Contract:** Expectation created by the society from leaders in local government that are not written.

**Women** - An adult female being.

**Values** - Encompasses a belief that guides an individual, communities and companies locally and globally.

**Quotas** – The number of female/women that should participate in government institutions as agreed upon by government.

## GLOSSARY OF TERMS

ANC:	African National Congress
AsgiSA:	Accelerated and Shared Growth Initiative of South Africa
CBO	Community based Organisation
CCLS	Centre for community for Local Economic Initiative
CDE	Centre for Development and Enterprise
CEDAWU	Committee for Elimination of Discrimination Against Women
CEO	Chief Operation Officer
DA	Democratic Alliance
DBSA	Development Bank of Southern Africa
DPLG	Department of Provincial Local Government
GAP	Gender Advocacy Programme
GDP	Gross Domestic Product
HSRC	Human Science Research Council
ICLEI	International Council for Local Economic Institution
IDASA	Institute for Democratic Association of South Africa
IDP	Integrated Development Planning
JIPSA	The Joint Initiative on Priority Skills Acquisition
MEC	Member of the Executive Committee
MMC	Member of Municipal Committee
NGO	Non-Governmental Organisation



# CHAPTER 1

## BACKGROUND TO THE CORE PROBLEM

### 1.1 INTRODUCTION

The purpose of the study is to assess the effectiveness of stakeholder's support provided to women holding leadership positions in local government. These stakeholders include political parties, officials in local government, social and economic communities. The focus of this assessment was on the third sphere of government using Gauteng municipalities as a case.

### 1.2 OVERVIEW ON LAWS GOVERNING WOMEN

South Africa's first democratic elections were held in April 1994 resulting in the passing of a new constitution. This Constitution has been praised as the most progressive in the world with regard to gender equality and women's rights (HSRC, 2007). It formed the basis of the introduction and adoption of the legislative framework in 1996. Chapter II of the Constitution outlines the Bill of Rights which provides the legal basis for protection of women. The laws protecting women include the Right to Equality, the Freedom of Trade, Occupation and Profession. These rights are amongst a number of laws that are in place to transform South Africa into non-racial, non-sexist country in all sectors of society and are further aimed at redressing the apartheid history. In addition to these legal instruments, the government established institutions such as the Gender Commission to empower women.

South African Government also ratified the United Nations Convention for the Elimination of Discrimination Against Women (CEDAW), in 1996. The endorsement means the country is compelled to take necessary measures to ensure that women participate effectively in decision making processes of their country. As a result, women are expected to be adequately represented in parliament, at national, provincial, and local levels of government administration as well as decision making processes (Joseph, 2004). Some political parties such as the ruling ANC even make public pronouncements on their commitment to this course by stipulating the number of women to be elected to their committees, currently at 50%. Ultimately increasing



the number of women parliamentarians at the same proportion (ANC Election Manifesto, 2009).

Since this study is about Women Leadership in Local Government, it is imperative to outline briefly, the Local government background which is recognized by local government association in accordance with the Constitution and the Organized Local Government Act, 1997 (Act 52 of 1997).

### **1.3 BACKGROUND ON LOCAL GOVERNMENT**

In its integration endeavour, post-apartheid South Africa has in year 2000 reduced the number of municipalities from 842 to 284 spread out in nine provinces (the White Paper, 1998). In Gauteng alone, the number of local municipalities merged from 51 (6% of 842) fragmented local authorities into 15 manageable democratic institutions (Nkosi, 2005). The South African Demarcation Board further reduced the number to 14 in 2006. Six Metropolitan Councils now 7 in 2011, with Gauteng having the most number of these Metropolitan Councils (3) were also introduced. At the writing of this report further reductions in the number of municipalities were still to be promulgated. In May 2011, municipalities were further reduced to 262. Each municipality has a Council with executive and legislative authority to exercise municipal powers to perform respective function of providing basic needs and service. The major services being water and sanitation, primary health care, electricity amongst a range of activities to communities under their jurisdiction.

The overall objective of all the councils as government sphere that is closer to communities is to implement a developmental local government which works with communities and groups. The purpose is to find sustainable ways to meet the communities' social and economic needs as well as improving the quality of their lives as stipulated in the White Paper on Local Government (1998). As a result, Local government is a complex setting that requires skills, capacity and resources to manage. In addition, the leaders in local government require all the support necessary from all sectors of the community to succeed in providing quality service. This is more so in Metropolitan Councils as they have more responsibilities that include education, safety and security, primary and secondary health care.

### **1.4 STUDIES ON WOMEN IN LOCAL GOVERNMENT**

Like many women who are in decision-making position since the new dispensation in 1994, those in government continue to be supported in various forms such as training. A number of studies were also conducted focusing on challenges in service delivery, gender equality, percentage of women in government structures, implementation of gender policies, gender relations and transformation and violence against women and participation in local government such as the study conducted by HSRC in 2003 commissioned by South African Local Government (SALGA).

The recent study titled “Some progress, but role of women in local government often marginal” conducted by Human Science Research Council (HSRC) in 2007 in partnership with International Development and Research Centre, Canada (IDRC), seemed more relevant in terms of broadening the scope of research on the role of women in local government as it examines the place of gender in local government in terms of representation and special structures, gender in the IDP and its linked participatory processes, the extent to which projects and implementation reflect national gender policies, and whether they benefit women. It has been a challenge though for the researcher to find documented research on how women as leaders in local government perceive the support provided by legislation, political parties and other sectors at large.

## **1.5 BACKGROUND TO PROBLEM STATEMENT**

Government’s commitment to gender equality implemented through actively giving women an opportunity to serve in leadership positions is a good step towards addressing the imbalances of the past. While this could be welcomed by some stakeholders, others might resent it. Just like any other change, this initiative is bound to face some resistance from some sectors of the community as maintained by the new paradigm of complexity theory which is more in line with today’s accelerated social change, stresses disorder, instability, diversity, disequilibrium, non-linear relationships between open systems and temporality as outlined by Underwood, (2008).

In order to address these negative attitudes, more and more research is required to uncover perceptions and practice that derail progress in implementing initiatives aimed at women empowerment. As a result, it is necessary to conduct this study to establish women opinion about the effectiveness of support provided by key

stakeholders in local government to ensure that women holding leadership positions play a pivotal role in leading their institutions equitably, without gender bias and prejudice.

Gender has become the key concept used to define and describe the characteristics of men and women since the 20<sup>th</sup> century. These characteristics though, are socially determined. Gender is also defined as constituting different roles and responsibilities that society assigns to people on the basis of whether they are male or female (Joseph, 2002). Gender focuses on “everything women and man do with the exception of their sexuality, can change and does change over time and according to changing and varied social and cultural factors” Williams (1994).

This scenario is relevant to this study as women roles have changed from childbearing and managing households to performing multitasks that include being in careers and economic positions that society previously assigned to men. Williams and Joseph (2002) further agree that the role of men and women in society is also assigned to individuals not only on the basis of gender but race, class, ethnicity and age. In the world over and in many cultures men are given more power and superiority over women (Joseph, 2002) and this scenario seem to be applicable to South Africa as the society is still reeling and transforming from the apartheid era.

The history of South African women put women in more challenging position based on the history of apartheid. Over and above cultural factors that often discriminate women, during the apartheid era, women were denied the rights to political, social and economic participation. As a result, change has to occur at all sectors of society so that there is a common South African culture that is inclusive of women. Throughout the apartheid struggles though, women were given a platform by political parties, labour movement organizations, students and youth formations as well as civic organizations to play a crucial role in challenging apartheid. At the same time, women were empowered to understand their rights to participate in the economy and political sphere (Joseph, 2004). Despite noticeable changes in legislation and support, women still face number of challenges.

## **1.6 GAUTENG PROVINCE IN RELATION TO THE STUDY**

Based on an informal observation, the researcher noted that currently, the number of women serving as Ministers, Members of Parliament (MP's), Members of Executive Councils (MEC's) are said to have increased as stated by Letsholo (2006). This is unlike in prior years whereby women in Local government only comprise 28.2% (2 271 out of 8044 seats) of all councillors as she further lamented (Letsholo, 2006). The province is also characterized by diverse society socially, politically and described as the most economically productive realm (Portfolio Municipalities in South Africa, 2005).

The sample of the study derives from Gauteng province as it has the second largest population 9.5 million in the country (2006/7 South African South African Year Book) with three Metropolitan Councils compared to all provinces where there is one metropolitan council in each of the three provinces namely, Kwa-Zulu Natal, Eastern Cape and Western Cape. Secondly, as highlighted in 1.3 of this report, the Metropolitan Councils have more responsibilities. Thus, the demand for service and management of local government is more challenging hence it would be ideal focus on women leaders in Gauteng province.

Based on the history of women struggles it is expected that the government institution particularly local government would be used as a platform to implement government policies and CEDAW without constrains. It is also expected that the institution would create an enabling environment for all key stakeholders to play a role in supporting and developing women leaders not limited to political arena but also in the economic field.

## **1.7 PROBLEM STATEMENT**

The primary problem in this study is to establish if the support provided by key stakeholders does indeed enable women in leadership position to manage and lead within local government without prejudices emanating from social customs, informal institutional values, norms and cultures even though the laws have changed to protect them.

### **1.7.1 SUB-PROBLEM**

The researcher will also determine whether women networks and training provided by various institutions are effective in supporting women to address challenges in leading local government as an institution given societal norms and cultures.

## **1.8 BACKGROUND TO RESEARCH OBJECTIVES**

Criticisms on some of the support provided to women and the effectiveness of such interventions particularly training seems to be emerging. Nonetheless, the support tend to focus on improving women's appearance of themselves, building their negotiation skills, women's rights and what leadership entails and not how organizations and society can serve women purpose (Rao and Kellehr, 2004). Despite noticeable changes in legislation women still face a number of challenges.

Further arguments were tabled by other researchers that "Organizations are not rational, neutral bodies but living and breathing microcosms of the societies that house them and the people who inhabit them. Organizations are informed by cultural values and patriarchal norms that are anti-women and exclusion of women" (Rao et al, 2004:74). The introduction of quotas is also not solving the problems faced by women as highlighted by the Deputy Minister of Local Government (Hangana, 2004) in her address to women in Local government. The Minister further maintains that quotas continue to discriminate and alienate women. The HSRC study (2003) also confirms that women continue to be confronted with the prejudices in leadership positions.

It is essential therefore to ascertain whether women in leadership position within local government are impacted negatively by embedded cultural values and patriarchal norms that are anti-women in societies and institutions the leaders are serving given all the support provided by the Constitution and the government that promotes gender equality.

### **1.8.1 THE OBJECTIVE OF THE STUDY**

The overall objective of the study is to assess the effectiveness of support provided to women holding leadership positions in local government by key stakeholders.

### **1.8.2 KEY SUB-OBJECTIVES**

The stakeholder support is perceived by the researcher as essential for women leaders in local government given the past history of women in South Africa and the challenges of managing and leading a diverse society that requires adequate provision of service. As a result, the researcher aims to:

#### Sub-objective 1

Investigate women's view, in local Government, on the provisions made by legal instruments and institutions established to promote gender equality since 1994;

#### Sub-Objective II

Ascertain women in local government's perception of the support they gain from stakeholders in local government;

#### Sub-Objective III

Investigate how the support provided in various forms such as training by NGO's, Academic Institutions and networks has influenced their leadership style before and after being appointed;

#### Sub-Objective IV

Establish lessons learned from support provided to women in local government.

### **1.9 ASSUMPTIONS OF THE STUDY**

The researcher assumes that:

- The Government has put in place adequate institutional mechanisms to address women empowerment;
- This concept empowerment, is not viewed in the same way across all stakeholder groups in local government;
- Women in leadership positions have varied perceptions on the support they get from stakeholders.

### **1.10 THE DELIMITATIONS OF THE STUDY**

The study was conducted in Gauteng province as the province is diverse in terms of wealth, poverty, human and capital resources that are required by complex stakeholders. The study neither attempted to study the support in terms of training provided to women leaders by various role players nor evaluated the effectiveness of their leadership. However, reviewed literature enhanced the researcher's understanding of local government as an institution in which women operate in. The study further outlined the multiple roles leaders are expected to play and the dynamic role that gender roles bring to the fore. Over and above the challenges in local government, leadership theory relevant to women and transformation namely, the work of other scholars elaborated the concept of transformational leadership.

### **1.11 SIGNIFICANCE OF THE RESEARCH STUDY**

The study highlights the challenges faced by women leaders in Local Government and as a result. Through this study, more challenges and successes of approaches implemented for women leadership in this setting have been identified. These emerging issues will empower academics, government and interested sectors in their endeavour to play a role in promoting gender equality at all levels not only targeting women but society as a whole. Training and empowerment initiatives that focus on women only may be reviewed. In addition, the study will contribute in ensuring that all sectors of society play a role in supporting local government initiatives including women as leaders in order for the economy to grow.

The researcher outlined briefly, the orientation of this study and the background to the problem statement around the laws governing women and gender challenges. In addition, this chapter provided an overview and emergence of Local Government not only as the third sphere of government but also as a platform that women can lead in the environment that is well supported by the legislation, political, economical and transforming society was presented. These perspectives enhanced the argument and the objective of this study on women leadership in local government particularly in Gauteng and the benefits of this study thereof.

### **1.12 LAYOUT OF THE REPORT**

It is apparent from this section that the focal issues in this study entail women leadership, local government and local government stakeholders hence chapter 2, will discuss the local government and its stakeholders. This includes identifying the stakeholders, analyzing and highlighting challenges in managing these stakeholders looking at resources, capabilities and stakeholder models. Chapter 3 will entail reviewing contemporary literature on women leadership and women in local government while chapter 4 and 5 will focus on the research methodology and research results respectively.



## CHAPTER 2

### THE FOUNDATION OF THE STUDY

#### 2.1 INTRODUCTION

Local government is a dynamics and challenging institution. Leading this establishment may be demanding irrespective of gender, race or creed. The statistics on the number of women in local government prior to 1994 democratic dispensation seem to have been very low as a result of discrimination based on race and gender. Hence it was expected for various institutions to support women in various forms including training.

As much as women leaders are suppose to operate in an environment that is supportive given the history of inequality, they were also compelled to deliver efficient service to diverse complex local government stakeholders same as their colleagues in local government.. These stakeholders comprise of national and provincial departments, officials within the institution, communities that includes, communality based organizations' (CBO's) and non-governmental organisations (NGO's) as well as the private sector or business fraternity. This chapter will focus on stakeholder analysis and present developed models. The analysis will also highlight how overwhelming the setting is for anyone who is expected to lead to understand.

#### 2.2 LOCAL GOVERNMENT AS AN INSTITUTION

The local government as outlined in the White Paper, 1998, consists of 282 municipalities in nine provinces of South Africa. In 2011 as alluded in Chapter 1, the number was further reduced to 262. The Paper points out how municipalities are categorized and each category having different functions as follows:

- a. **Category A:** A municipality that has exclusive municipal executive and legislative authority in its area – Metropolitan councils.
- b. **Category B:** A municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls – Local Councils.

- c. **Category C:** A municipality that has municipal executive and legislative authority in an area that includes more than one municipality – District councils.

The White paper further outlines the objectives of local government as follows:

- I) To provide democratic and accountable government for local communities;
- II) To ensure the provision of services such as water, sanitation and roads to communities in a sustainable manner;
- III) To promote social and economic development;
- IV) To promote a safe and healthy environment and
- V) To encourage the involvement of communities and community organization in the matters of local government
- VI) To structure and manage municipal administration, budgeting and planning processes to give priority to the basic needs of the community.

Municipalities besides developing strategies for local communities and mechanisms to continuously engage with communities and business, require active participation by citizens as:

- voters – to ensure maximum democratic accountability of elected political leadership for the policies they are empowered to promote,
- citizen who express, via different stakeholders associations, their view before, during and after the policy development process in order to ensure that policies reflect community preference as far as possible,
- consumers and end-users, who expect value-for-money, affordable services and courteous responsive service,
- Organised partners involved in the mobilization of resources for development via for-profit businesses, NGO's and CBO's.

The above scenario is supported by (Lemon, 2002) as he outlines the various roles that the citizens continue to play in local government arena as workers, taxpayers, consumers of service and as residents. Hence, the local government should have the capacity for openness, customer orientation, deliberations and integrated action as well as values. The local government policy framework is also seen as “an ambitious,

commanding, complex, forward looking and optimistic manifesto that is aimed at achieving reconciliation between divided societies, enhancing conditions of economic growth and reconstructing and developing societies to ensure effective service delivery so that all citizens can fulfil their basic needs” (Parnell, Pieterse, Swilling and Wooldridge, 2002:3).

The authors, Parnell et al (2002), further lament the fact that, Local government require:

- I. Viability – Financially and administratively. Hence the government merged more than 800 municipalities into 284 municipalities in nine provinces of South Africa.
- II. Capability – Regaining control over credit controls functions.
- III. Accountability – Integrated Development Planning that links a statement of purpose with plans, programmes, institutional design and practices, monitory and financial flows.
- IV. Purpose driven municipalities.
- V. Participation and partnership with civil society and municipalities that emphasis efficiency.

The Municipal Structures Act, of 1998 also outlined a new system of Metropolitan Councils which were introduced after 2000 elections (Wooldridge, 2002). In the country as a whole, there are 6 metropolitan councils, namely, Cape Town in the Western Cape, Durban in Kwazulu-Natal, East Rand Gauteng, Johannesburg and Pretoria all in Gauteng, Port Elizabeth in Eastern Cape. These councils provide service to a population of more than 20 million residents and contribute more than 50% of the country’s GDP. The majority of metropolitan councils consist of 10 more local municipalities all in urban areas compared with other councils (200 6/2007South Africa Yearbook, (2006:62). The Metros functions include built environment such as housing, roads and public transport.

## **2.3 STAKEHOLDER MANAGEMENT AT MICRO LEVEL**

Various studies were conducted on service delivery and challenges in delivering service. Although the purpose of this study is not to outline the challenges in local government, it is vital to note briefly, some of the research findings to show the magnitude of work required to manage and lead local government institution. This is

also in the backdrop of local municipalities in South Africa having inherited the legacy of apartheid which encompass poor infrastructure, inadequate facilities and merge services.

*“Apartheid also engineered impoverishment for some communities moreover; members of these communities have very distinct service delivery needs or expectations from leadership and governance” (Gender Advocacy Programme IGAP, 2005:9).*

Below are some of the challenges that women leaders like all other leaders in local government have to address and endure.

### **2.3.1 LOCAL GOVERNMENT GOVERNANCE**

The local government as an institution emanates from decentralization of the national government defined as *“the transfer of political, fiscal and/or administrative powers to sub-national units, usually of government”* {Khanya-African Institute for Community-Driven Development, (Khanya-AICDD), 2005:32}. According to HSRC study (2007), the local government has become part of the standard policy recipe for good governance. It is also required to give effect to national policies and guidelines, as well as linking with other spheres of government in the context of cooperative governance. This sentiment is also shared by other theorist such as De Visser (2009) as they agree that municipalities are key players in multi-sectoral coordination of the actual service delivery by all development actors on the ground

The governance model however can be very complex particularly in South Africa. Khanya-AICDD et al (2005) developed a matrix, Status of Decentralization in Different Sectors, showing the local governance challenges. The matrix summarizes the defined and undefined roles for local government. The table somewhat outlines the immense responsibilities of local municipalities wherein, functions of Provincial Departments are implemented by local governments without budgets or being involved in planning creating some disparities in the way municipal function is defined by various departments.

Table 1, below is a Matrix that highlights the challenges and the role that is played by each unit in South Africa. The table also portrays uncoordinated and unclear mandates.

Sector	Non-involvement	Deconcentration	Delegation	Prescription	Creeping delegation	Assignment	Inherited function	Creeping centralisation	Municipal initiative
Integrated planning	X					X			
<b>Infrastructure</b>									
Housing			X			X	X		
Water and sanitation						X			
Transport							X	X	
Facilities management & maintenance						X	X		
CBWPP			X						
<b>Social Development</b>									
Environmental health						X	X		
Health		X	X	X		X	X		
Repro health			X	X		X			
Nutrition				X					
HIV/AIDS			MIXED	X		X			X
Community Development	X			X					
Municipal Policing							X		X
Arts & Culture			X	X			X		
Local customs and trade culture						?			
Sports and Recreation				X			X		
<b>Economic</b>									
Poverty Alleviation	X			X					
SMME's	X			X	X		X		
LED	X		X				X		
Twinning							X		

Tourism		X		X
Small Scale Mining		X		
Electricity				X
<b>NRM</b>				
Environmental Management		X	X	X
Land Redistribution	X			X
Tenure Reform				X
Community Based Forestry			X	
Irrigation Water	X		X	
Disaster Management			X	X

**Matrix Table 1: Status of Decentralization in Different Sectors (Source Khanya-AICDD, 2005)**

The headings are clarified as follows:

- (1) **Non-involvement** - i.e., no involvement/bypassing of municipalities
- (2) **Deconcentration** - e.g., seconding employees of national/provincial departments
- (3) **Delegation** – i.e., involvement of municipalities as implementation agents
- (4) **Prescription** - i.e., municipalities required to undertake functions without direct funding
- (5) **“Creeping delegation”** - i.e., involvement in national or provincial programmes without formal assignment.
- (6) **“Creeping devolution”** when departments correctly realize the important delivery role of municipalities, but this takes place without legislation stipulating the functions or funding.
- (7) **Assignment** - i.e., delegation of discretionary powers.
- (8) **Inherited function** - i.e., functions performed historically by municipalities, regardless of being listed in the Schedules or whether government departments promote them.
- (9) **“Creeping centralization”**- measures which reduce the autonomy/discretion of municipalities.
- (10) **Municipal initiative** - functions performed as a matter of need by municipalities, regardless of whether listed in the Schedules or whether departments promote them.

The scenario in the matrix is also confirmed by the Centre for Development and Enterprise (CDE) study (2007) which reported that, “Municipalities are expected to assume greater responsibility for a growing range of programmes such health, housing, water, and land reform without resources and clear mandate.

### **2.3.2 ADMINISTRATION AND MANAGEMENT OF LOCAL GOVERNMENT**

The management of local government like any other business setting involves making decision and practices that directly affect or influence the people who work for the institution. De Visser (2009) highlights some of the progress and challenges facing local government leadership. He maintains that: despite all the challenges and legislative demands sited by legislative framework, there is remarkable progress made in the past 13 years since service delivery has been extended to marginalized communities through the leadership of local municipalities and South Africa has been commended internationally for this exceptional work within a short period.

The challenges though, are more intense in this setting compared to many institutions. De Visser et al (2009) argue that local government responsibilities include large, inclusive municipalities, new executive systems and the political appointment of senior officials. In some cases municipalities operate from a very weak tax base resulting in poor service delivery.

The other challenge is the **size of the population**. De Visser (2009:15) provides a broader picture by citing Statistics South Africa 2007:1.1) which state that there are 283 municipalities that serve a population of close to 48 million compared with Spain which has 50 provinces and 8,108 municipalities while Germany has 323 districts and 12,477 municipalities resulting in South Africa having minimal participation of stakeholders. Size is further described by De Visser as one of the institutional fault lines in local government particularly in South Africa. As stated in the introduction, the number was reduced rather than increased although this may be understood on the basis that some municipalities are rural and were unable to generate revenue to improve service delivery in those rural communities.

The snag is far reaching in the metropolitan councils as the challenge varies from population density, high concentration of wealth and poverty in different areas. This also means huge responsibility for municipal leadership and requires leadership to think outside the box. The local government system however, pays too little attention to the variations in challenges in capacity and progress between areas (Cities Network 2006:2-28; Van Ryneveld, 2007) as cited by De Visser (2009).

The leadership of local government has to deal with various expertise however, **staffing structures** are said to be badly designed, employees often do not match the required standards resulting in many functions being under performed. In addition, the political criteria are frequently used for recruitment (Ramoshaba, 2007 and Portfolio 2008). According to JIPSA as cited by Lamont (2008:59), artisans, engineering, financial administration and management, general planning and project management are in short supply.

Skills shortage in local government is often cited as a reason for lack of service delivery to communities and has been reported extensively in all spheres including the media, academic and government itself. This has been confirmed by the Auditor General report cited in City Press newspaper (23 June 2008), that many



municipalities failed to spend R647 million out of R8 billion as a result of lack of capacity. The capacity challenges resulted in formation of Project Consolidate in 2005 to accelerate service delivery, assist municipalities with establishment related issues including appointment of appropriately skilled resources and transferring of skills.

The government has also acknowledged that local government challenges through the then Department of Provincial Local Government (DPLG) and the National Treasury (NT) during their parliamentary opening speeches in 2006. In their speeches the two Ministers announced that the Development Bank of Southern Africa (DBSA) has already been tasked to deploy Engineers, Financial and Planning experts in municipalities to transfer skills, ensure that there is expenditure on infrastructure grants and thereby deliver service to communities.

An extensive study conducted by Lawless (2007) on skills shortages in Engineering field highlight the need for a sound business practice including delegation, responsibility, accountability, authority and autonomy to those tasked with delivery to restructure the relationship between Councils and Administration as well as uncoupling the business of local government from the politics particularly in terms of selecting senior staff and managing the administration. All these factors, size of municipalities and attracting and retaining skills require strategic leaders to manage local government as the failure to deliver service lies with the leadership of the entity.

## **2.4 STAKEHOLDER ANALYSIS AT MACRO LEVEL**

Challenges in urban areas are vast and include people migrating from rural to urban areas resulting in housing shortages, unemployment that leads to poverty, illegal settlements and economic restructuring (Khan & Crenko, 2002 and GAP, 2005). Khan et al (2002) also maintain that these councils are further characterized by diverse societies socially, politically, economically and culturally. To manage a council and municipal officials in general, require mentoring and coaching of leaders and networking to share learning experiences however, is there a platform to share knowledge to manage such diverse society? It is critical therefore, for leaders to be accountable and critical to consult with communities to search for common solutions to problems and promotion of service delivery by involving the public to make inputs into setting targets and assessing performance (Lemon, 2002). In Gauteng it also

means serving more than 9 million people in the smallest province of all the 9 provinces in the country.

The nature of Local government requires a municipal-community (public and private) partnership which will assist in designing and implementing service delivery strategies that meet the needs of citizens in the context of limited administrative capacity, inequitable and inefficient settlement patterns and poverty. *“There is a need also to strengthen the democratic social contract by promoting accessibility, enhancing representativity, strengthening accountability and improving responsiveness”* Khan et al (2000:262). Local government as Stoker (2002:36) argues, need a visionary leadership which include political leadership role that is visible and accountable. Otherwise municipalities can make or break democracy (Ramoshaba, 2005) as the environment of local government is having all the tools but lacks the *“spark to light the fire”* (Schmidt, 2008) as highlighted by Institute for Democratic South Africa (IDASA) news letter.

#### **2.4.1 COMMUNITY AS A STAKEHOLDER**

The notion of having a visionary leader is also supported by Lamont et al (2008) as he cited the 2008 White Paper, which outlines a visionary developmental role of local Government that is centered on working with local communities to find sustainable ways to meet community needs and improve the quality of their lives. Furthermore, local government is expected to maximize impact on social development and economic growth of its communities and play an integrative and co-coordinating role to ensure alignment between public and private investment within the municipal area.

The lack of co-ordination and the constant service delivery problems in local government have resulted in communities losing trust. This has been confirmed by the HSRC 2003 Social Attitudes Survey which ranked ‘trust in local government’ lowest of the three spheres at 43%. The key contributing factor to this perception is minimal participation of communities in local government structures and forums such as ward committees and IDP forums. The study further advocates that poverty, access, issues of safety, large-size municipalities, poor public transport, under resourcing of participatory structures, language barriers and patriarchal social structures as playing a role in preventing active participation by poor people in local government issues. Communities feel excluded, and some submissions indicated

that only those who are powerful or aligned to the dominant party in the council are heard (Hagg, 2008).

Given the current model of local government, community participation through the IDP and continuous lack of full participation requires the national government to learn from long established local government or first world countries processes in ensuring community participation. The United Kingdom local government Model for instance, addresses issues of **governance and engagement using** the Local Strategic Partnership (LSP) and the leadership role of local authorities. The leaders are not only administering services, but are also thinking strategically about what local people need, how local communities are to be engaged and empowered in shaping the future of their area.

Diagram 1 below, illustrates Partnership Model and how local government in the UK partners with the community using a performance framework that is designed to function as whole. The model begins with strategic partnering with communities, creating a common vision that allows local people to have greater opportunities to participate and influence decision-making. Agreed plans for sustainable communities are then developed, monitored and reported on. Partners work together to deliver positive outcomes through assignments, to ensure best value is secured for citizens and communities.

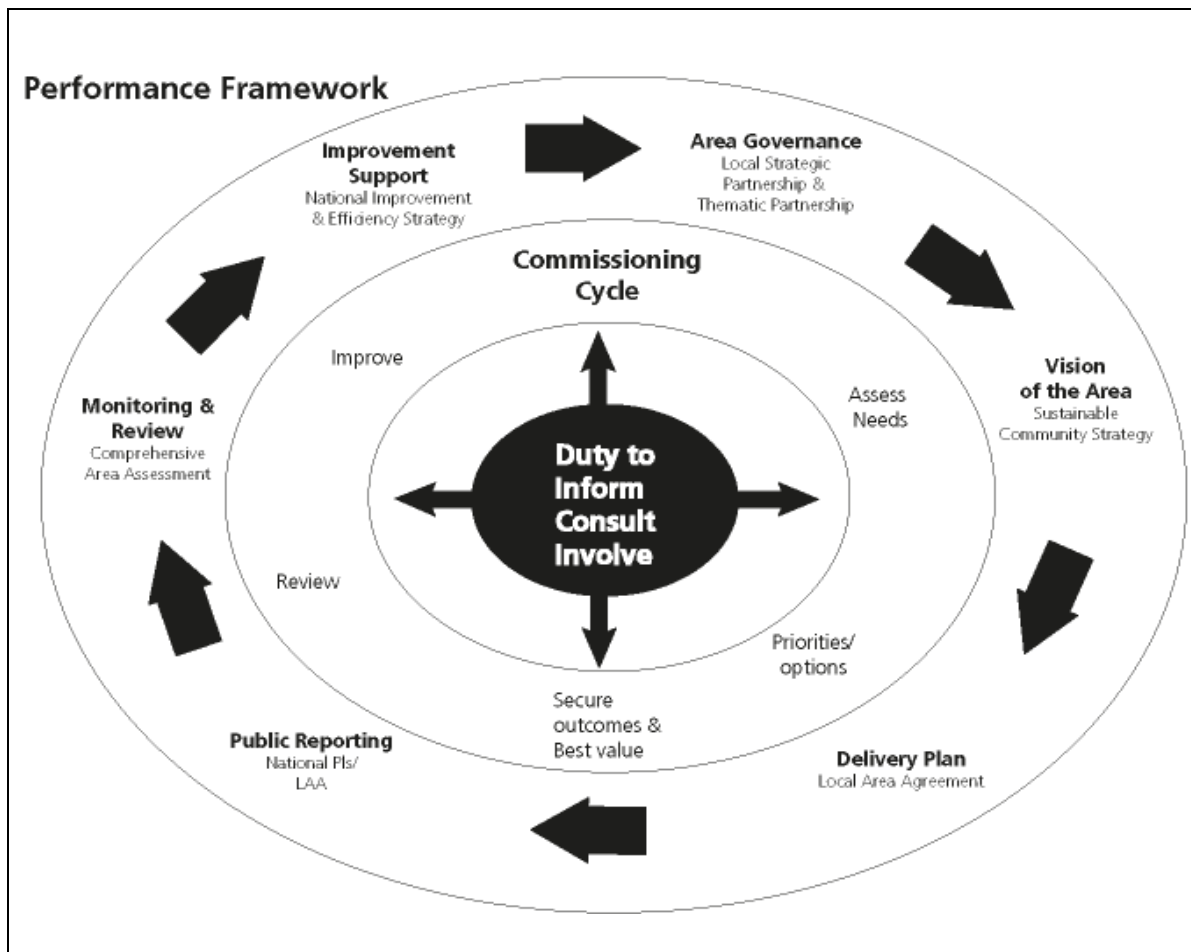


Diagram 1: Model for Community Partnership (Source: Blears, 2008)

### 2.4.2 BUSINESS SECTOR

The South African economic growth and the need for business to compete in the global market require new demands and need for expansion of service delivery. The recent Eskom electricity crisis has highlighted the vulnerability of energy dependent economic and social development process that confirms the need for business to be involved in the Local government processes and private and public partnerships (DBSA 2008/9 Corporate Plan) as stipulated in the White Paper.

Morgenrood (2007) cited Department of Provincial Local Department principles that were stated in 2005 regarding government role to determine the course and direction of the local economy through municipalities. As a result, municipalities play a challenging role with regard to regulating and applying spatial and land management policies, regulating businesses through the issuing of licenses, enforcing bylaws

affecting business premises and at the same time, develop flexible laws that will promote growth and development.

All these require sound understanding of the business environment. Gauteng as a focus area has more challenges as it is said to be South Africa's engine as it produces over 3<sup>rd</sup> of South Africa's GDP and is the 4<sup>th</sup> largest economy in Africa Morgenrood et al (2007). As a result, the researcher assumes that managing and leading any of these municipalities would be a challenge. To manage, require mentoring and coaching of leaders and networking to share learning experiences however, it seems there are no adequate platforms to share knowledge to manage such diverse society as in Gauteng.

Views on the types of leadership style required in this setting are minimal however some officials in leadership position perceive the environment of local government as having all the tools but lacking the "*spark to light the fire*" (Schmidt, 2008) as highlighted by Institute for Democratic South Africa (IDASA) news letter summarizing the nature and challenge of local government. Furthermore, it is critical for leaders to be accountable and critical to consult with communities to search for common solutions to problems and promotion of service delivery by involving the public to make inputs into setting targets and assessing performance (Lemon, 2002).

It is expected therefore that with these responsibilities, there would be sufficient support for municipal officials to manage municipalities as business entities. Local municipalities would also be used as a platform to implement government policies and principles efficiently. This entails providing enabling environment for effective leadership not only to benefit the political environment of the country but to contribute to ASGISA and JIPSA's objectives.

The nature of Local government requires a municipal-community (public and private) partnership which will assist in designing and implementing service delivery strategies that meet the needs of citizens in the context of limited administrative capacity, inequitable and inefficient settlement patterns and poverty. According to the National Treasury, as cited by Hagg et al (2008), most public submissions to DPLG on Policy Process on the System of Provincial and Local Government, pointed out that municipalities do not have the capacity to provide all the necessary services required by the community, hence the need to forge partnerships with NGOs, CBOs

and the private sector. The National Treasury further argued that the partnership is key option for municipalities to rectify infrastructure deficits and disparities. The private sector on the other hand could further impart their skills in the areas of finance and management that are attractive to local government.

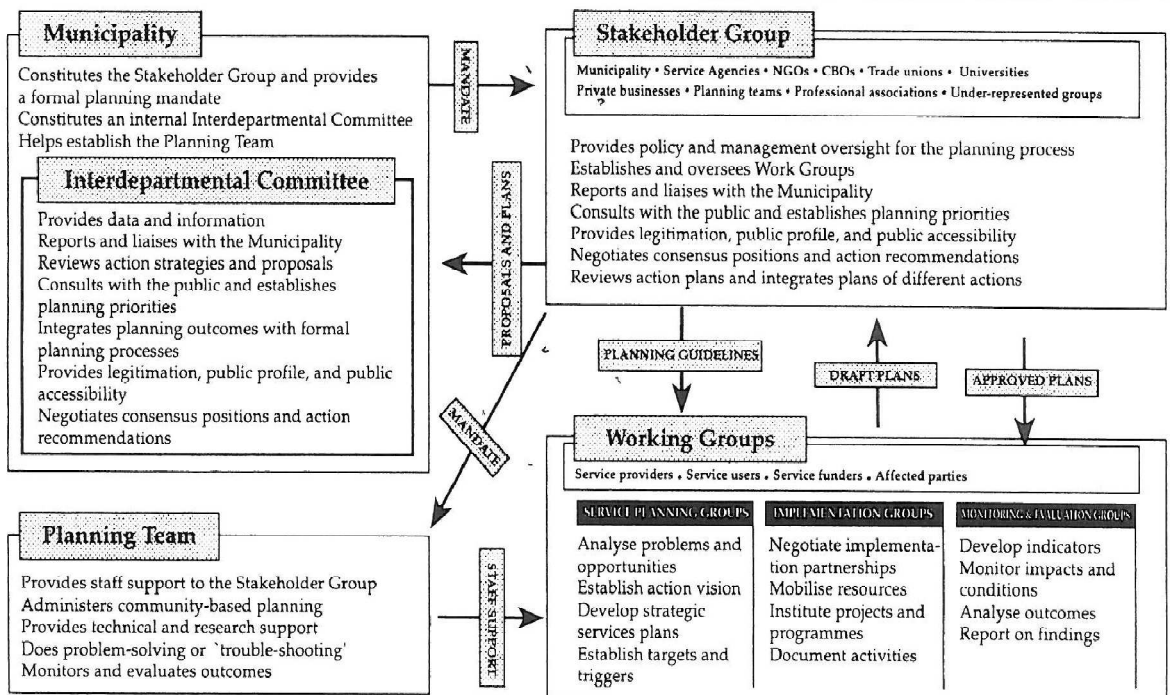
There is a need also *“to strengthen the democratic social contract by promoting accessibility, enhancing representatively, strengthening accountability and improving responsiveness”* Khan et al (2000:262). Lastly, local government as (Stoker, 2002:36) argues, need a visionary leadership which include political leadership role that is visible and accountable. Otherwise municipalities can make or break democracy (Ramoshaba, 2005). The International Council for Local Environment Initiative (ICLEI) a general Partnership Model as shown below, provides a detailed plan of how partnership of all stakeholders could operate to achieve national goals. In addition, the model highlights a stakeholder management scenario that requires a Stakeholder Manager who will focus on stakeholder relations with government only. This position is often performed by the Speakers in the council yet, there is a need for integration at all levels, including national department participation and leadership that apply multidisciplinary skills.

In Gauteng Province, and perhaps other provinces have seen successful public private partnerships such as the Blue IQ's 11 projects, tourism (Nelson Mandela Bridge, Dinokeng and Cradle of Human (Earmonn, 2003) . South Africans have also seen partnerships in the health and justice sectors, Albert Luthuli Central Hospital in KwaZulu Natal and correctional serves which resulted in the construction of C-Max Prison, constitute some of the examples of public-private partnership. These partnerships are often facilitated at provincial and national level rather than at local government. There is a need to cascade such initiatives down to local levels.

**STRATEGIC SERVICES PLANNING**

**A GENERAL PARTNERSHIP MODEL**

ICLEI's general partnership model (Source: ICLEI 1995)



**Diagram 2: General Partnership Model (Source: ICLEI, 1995)**

**2.4.3 MULTIDISCIPLINARY PARTNERSHIP MODEL**

Given all the advantages of partnerships and challenges with regard municipal capacity constraints in local government, there is a need for initiatives geared towards building skills at local level particularly in providing hi-tech solutions such as solar energy and water purification as an example, to address new societal demands, planning, financial management and engineering from business sector whilst seeking

social, health and welfare service from NGO's and CBO's as suggested in Hagg et al (2008) report. It is on this basis that a Multidisciplinary Partnership Model (MPM) is proposed.

The model is a modification of a general Partnership Model as outlined in diagram 2 above. In this MPM model however, the approach emanates from the basis that local government plays a pivotal role in the welfare of communities and developmental local government is committed to working together with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs as outlined by Stoker (2002). The model also uses the Community Participation Model summarized in Figure 1.above. The Partnership should be at all sphere of government and be informed by bottom-up and top-down approach to strengthen national policies and guidelines, as well as linking with other spheres of government and the community at large, to plan implement and monitor service delivery.

The model begins with interdepartmental structure at national level that coordinates, plans, strategizes and ensures implementation of government plans. This structure should be supported by Research and Development, Planning and Monitoring and Evaluation teams. The national stakeholders such as CBO's, NGO's, Business fraternity, Academia and so forth, should be consulted on quarterly basis regarding government plans. Government is also informed of national needs through all stakeholders. Where applicable, working committees are established to drive specific initiatives or stakeholders are requested to deliver necessary service for government.

The same approach is cascaded down to provinces where regional or provincial strategies are developed, planned, implemented and monitored. The local government partnership though, should be more inclusive than the provincial and national departments as it is where government policies are implemented. The current scenario at local level is that, every council has number of wards represented by councillors who forms part of decision making process in the council of a local municipality.

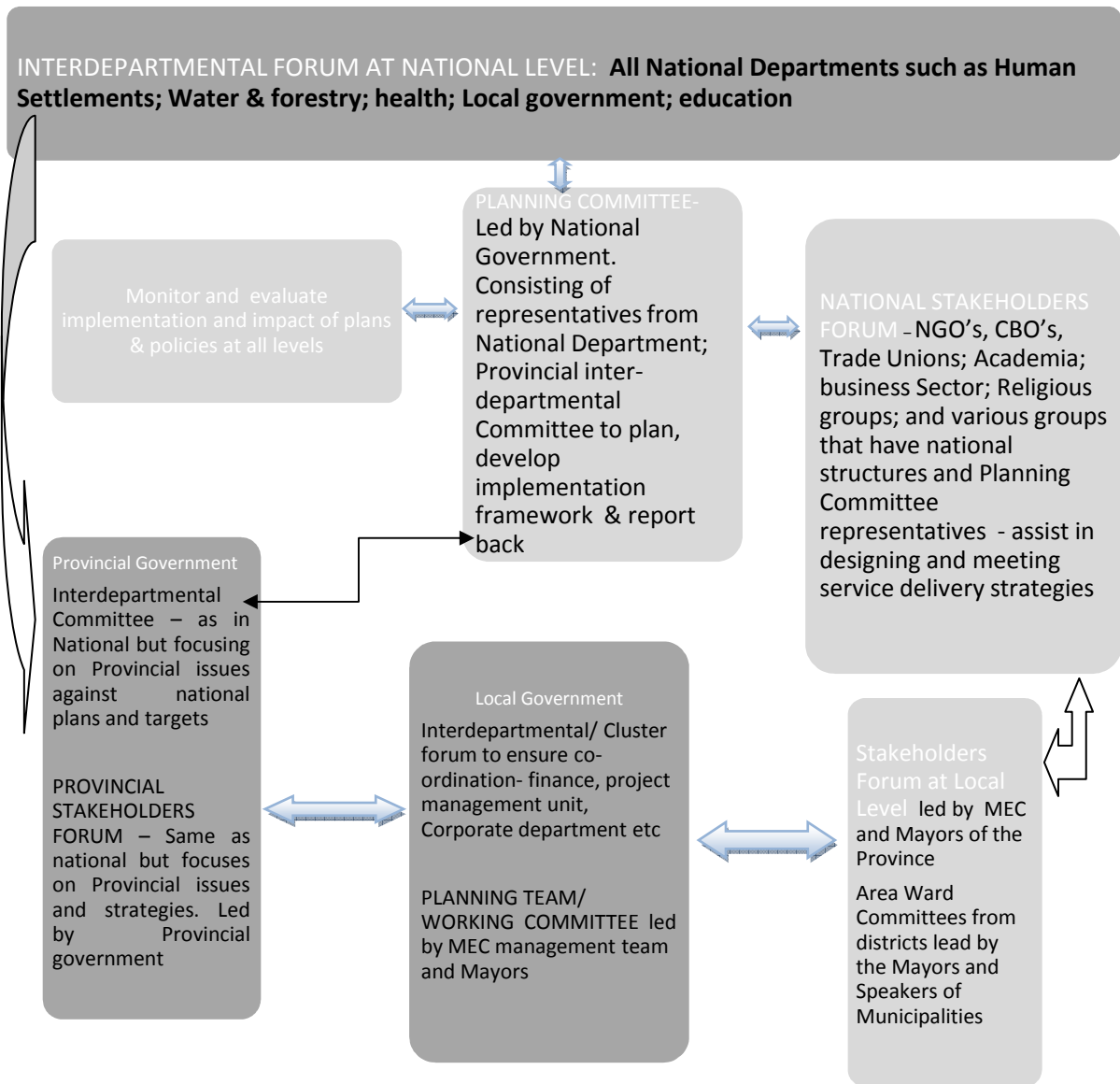
There are also community development workers particularly in Gauteng who are expected to provide information on any government initiative that will benefit the community and at the same time, inform government officials where service is out of



reach. These structures should be revived and have key performance indicators that are known by the society as they can be an effective tool for communicating the needs of the society as well as evaluating tool for service delivery.

At local level, local stakeholder forums will also play advocacy role. In addition, the stakeholders should plan and monitor local government activities, Inform and be informed about provincial and national issues. The working committee lead by the municipality and supported by the provincial department should ensure that there is implementation of strategies and service. These forums should create space for learning, skills transfer and joint initiatives. Local government will also be able to outsource various services such as welfare and health services from NGO's and work together with business to promote local economic development.

The diagram 3 below provide a summary of MPM which promotes integration, communication flow and most importantly, the need for research and independent monitoring structures for the three spheres of government to ensure implementation of strategies and communication of plans to deliver service as well as involving communities at large to participate in determining their well being.



**DIAGRAM 3: Multidisciplinary Participatory Model**

In conclusion, it is clear that local government has a developmental role to play and is responsible for integrated service delivery, which could imply the full range of services that communities need. The studies conducted as spell out in this chapter, acknowledged that most municipalities do not have the capacity to provide all the necessary services required by the community, hence the need to forge partnerships with NGOs, CBOs and the private sector.

“Public-public partnerships on the other hand, especially community-driven partnerships, are useful in instances where a municipality would like to empower local communities to take charge and ownership of service delivery and/or initiatives geared towards building skills using local communities in the various groupings.

These organisations can raise the capital needed (material, financial and human) to promote large-scale projects with high impact, provide a platform for women to be empowered and to lead while at the same time the mammoth task of local government require a visionary and visible political leadership since the laws governing local government alone are complex coupled with managing the official to perform legislative and constitutional task and community needs.

Since this chapter focused more on the overall challenges of local government, it is critical therefore to focus on literature review on Leadership and challenges facing women leaders in Local government in the following chapter.

## CHAPTER 3

### LITERATURE REVIEW

#### 3.1 INTRODUCTION

In this chapter, the report provides an exposition of key features of the topic, its significance and areas of debate based on the work of other scholars. According to Mouton (2000), literature review can be organized by date (chronologically), theme, hypothesis, case study or method. The researcher chose to organize the chapter by theme to illustrate the relationship between these themes as building blocks of the study and to interrogate the relationship between research questions.

#### 3.2 LEADERSHIP

The definition of leadership is a complex and diverse phenomenon involving the leader, the follower and the situation. Leadership is also reliant on the environmental and intra-organisational conditions that influence leaders' situation and further seeks to produce institutional change by developing a vision of the future and strategies, communicating and clarifying the vision and motivating and inspiring people to attain the vision (Yukl, 2006).

There has been extensive studies and analysis on leadership particularly from the west. As a result, major Leadership Paradigms have been developed which include: Trait Paradigm, Behavioural Paradigm (R. Likert 1967, Blake 1991 and Mouton 1964, House 1971), Situational/Contingency Leadership Paradigm (e.g. Hersey 1997 & Blanchard 1969, Fiedler 1964, Goleman 2000), Transformational and Neo-Charismatic Leadership Paradigm (Bass 1985 & Avolio 1999, Bennis 1985, Collins 2001), Ethical Leadership (Greenleaf 1970, Covey 1970, Heifetz 1994,), Spiritual Leadership (Moxley 1994), Shared Leadership (Pearce, Manz 1994) and Authentic Leadership (Gardener, Avolio 1999). These paradigms are briefly summarized below:

**Trait Paradigm:** this theory implies that leadership effectiveness resides in the attributes and characteristics of the individual like 'TREAT MAN THEORY' which stipulates that to be a leader one must possess good characteristics.

**Behavioural Paradigm:** this theory arose from the ruins of the “trait” paradigm that leadership effectiveness rests in the “behaviour” of the leader as opposed to “traits or personality” and “Leadership is what you do not what you are.” According to the theory, there are two types of leader behaviours: task behaviours and relationship behaviours defined by Ohio State Studies and University of Michigan Studies. The major proponents are: (Stogdill, 1974; Likert, 1967; Blake & Mouton, 1964; Graen & Uhl-Bien, 1995).

**Situational/Contingency Leadership Paradigm:** Leadership behaviour is two-dimensional (task behaviour and relationship behaviour). The best style of leadership depends on the situation. The important variables in the situation include: the leader, follower readiness, nature of the task. Effective leaders will have a full range of behavioural styles. The major proponents of this theory are: (Hersey & Blanchard, 1969; Fiedler, 1964; House, 1971; Goleman, 2000; Goleman, Boyatzis and McKee, 2001).

**Transformational and Neo-Charismatic Leadership Paradigm:** Transformational leadership moves followers to accomplish more than what is usually expected of them. They become motivated to transcend their own self-interests for the good of the group or organization. This theory is part of a variety of Theories falling under “Neocharismatic Theory”, the Neo-charismatic Theory includes Transformational Leadership Theory (Burns 1978, Bass 1999, Avolio 1993), Visionary Theories (Kouzes and Posner 1987), Level 5 Leadership Theory (Collins 2001), and Primal Leadership Theory (Goleman 2000). All attempt to explain how leadership can lead to outstanding accomplishments by followers; the emphasis is on symbolic and emotionally appealing leader behaviours. Every leader displays each style to some degree. Transactional (compensatory) styles can be reasonably effective depending on the situation and Transformational leadership augments follower performance.

The definition of a leader in the African context seems to differ from Yukl’s western definition and perspective of leadership. A leader in the African context has defining features of probity, humility, integrity, compassion and humanity. What is more intriguing is the intimation that African leadership is shaped by religious, tribal, social, ideological, ecological, economical and political diversity that characterizes much of Africa’s politics. The emphasis on leadership is Ubuntu – *the principle that “I am*

*because you are; you are because we are* which is a universal idea however it has been emphasis more in Africa (Khoza, 2002).

In seeking to outline the characteristics and style of the leader, Khoza sites Warren Bennis who advice leaders to: I) be innovative, II) develop followers, III) focus on people, IV) inspire trust, V) have a long-range perspective and do the right thing. This is what is expected from South African leaders. Maxwell (2004), as cited by Botha (2005), identifies 4 pillars of leadership which include relationship; equipping; attitude and leadership. Relationship in Maxwell view is in agreement with Khoza and Bennis sentiments as they include focus on people (shared experiences) trust and respect.

The characteristics of leadership are further discerned and classified according to the trait, the behaviour, the power-influence, the situational and the integrative approach. These approaches are not exhaustive but, they provide a sufficient basis on how the leadership theory and research has evolved (Yukl, 2006).

### **3.3 LEADERSHIP STYLE IN LOCAL GOVERNMENT**

In local government, the servant and transformational leadership styles are more relevant. Servant Leadership however emerged more strongly in the 1990's and not many studies have been done so far to test them. These theories suggest different and interesting ways of looking at leadership. The researchers such as (Laub, 1999) as cited by (Joseph & Winston, 2006) emphasis trust, fairness and ethical behaviours playing a key role in a leader. This role is also a characteristic given to a South African leader. This is evidenced by protest that emanates from unfulfilled promises and alleged corruption levelled against local government officials.

The local government leadership in South Africa is political and the administration is also perceived to be politically appointed or deployed by respective political parties that won the local government election. It is on the above bases that De Visser et al (2009) and Lawless et al (2007) call for leadership and administration of local government should be driven by service delivery and the business of local government should not be coupled with politics. Both structures should be visionary leaders with a successful track record in running organisations and should be afforded more autonomy in terms of selecting senior staff and managing the administration.

### **3.3.1 TRANSFORMATIONAL LEADERSHIP PARADIGM**

Transformation emerges from change theories. According to Sithole (2005), transformation can be defined as moving from one state to another, specifically from the problem state to the solved state. It is the process of continually renewing an organisation's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers particularly in local government.

This paradigm requires that leadership move followers to accomplish more than what is usually expected of them. The leaders are expected to become motivated and to transcend their own self-interests for the good of the group or organization. This theory is part of a genre of Theories falling under "Neocharismatic Theory", the Neocharismatic Theory includes Transformational Leadership Theory (Burns 1978, Bass 1999, Avolio 1993), Visionary Theories (Kouzes and Posner 1987), and Level 5 Leadership Theory (Collins, 2001 and Primal Leadership Theory (Goleman, 2000) All attempt to explain how leadership can lead to outstanding accomplishments by followers; the emphasis is on symbolic and emotionally appealing leadership behaviours.

With transformational Leadership as Rao et al (2002) maintains, a leader should first define self as a force of transformation, work purposively, know that a leader is part of the larger force, recognize that power comes from all location and positions not only from upper hierarchy and avoid denying the legitimacy of different point of view. Antrobus (2000), point out a broader scope of understanding transitional leadership by providing a distinction between transformational leadership style and leadership which is not only transformational in style but has also economic, political and social transformation as its goal. The stakeholder analysis in chapter confirms this scenario.

### **3.3.2 LEADERSHIP AND GENDER**

There have been a number of studies around gender and leadership globally. The starting point being the imbalances between the percentages of women in leadership positions in comparison to their male counterparts. Botha et al (2005) confirms many studies findings that highlight the fact that women (focusing on South Africa) constitute more than 50% of the population yet only 14.7% are occupying executive management positions, 6% holding CEO or board chairs in the corporate sector. Currently, 37.6% of jobs in management position and professional jobs which include

teaching and nursing professions are held by women as highlighted by Garson (2009). Antrobus et al (year) also depicts gender perspective and challenges faced by women in leadership in various setting namely:

**Professional-Technical Approach** which is dominated by education ideology and the economic system that is deeply entrenched and consistently reinforced by benefits it brings to those in power. This approach is a powerful perspective on social change and difficult to challenge as education and technical knowledge dominates many companies today without taking note of the disadvantaged groups and formally disadvantaged communities including women in South Africa..

- (I) **Political Approach** to social change which acknowledges the existence of different groups each defined by the uniquely shared interest of its members. The groups may be based on race, class, gender or location and usually there is imbalances of power between these groups but there is willingness to give up some of their privileges in the interest of common good. This approach is typical of South African situation where participation of women is dominated by political history and politically inclined policies that includes women. As indicated in Chapter 1, majority of women particularly in local government were empowered by community organisations and respective political groupings.
- (II) **The counter-cultural approach** to social change which affirms the importance of cultural values especially those of marginalized groups in shaping social change. The technocrats and bureaucrats perceive the concepts of progress leading to marginalization of indigenous knowledge or culture such as emphasizing dress code for women than men, arguing against reforms that favours women such as gender quotas.

In many societies including South Africa, institutions, ideologies and policies are influenced by professional-technical approach resulting in slow transformation and failure to acknowledge the imbalances of power between man and women as highlighted by Antrobus at al. On the other hand, the counter – cultural approach emphasis asserting women’s values forgetting that the institutional structures cannot challenge the patriarchal culture to which women belong to. This is attested by the concern and resistance by male counterparts in ANC regarding gender parity or



quotas Letsholo (2006) as this will deprive man in the organization from gaining power. Williamson as quoted by the HSRC confirms this notion by pointing out that women in management or at council level are still marginalized and have little impact to local government initiatives.

The study done by Rhode, (2004: 17-19) highlights the barriers faced by women in leadership which argument the counter-cultural approach. Rhode maintain that cultural, social, historical and emotional factors keep women from gaining a grip. In many societies like in South Africa, leadership does not automatically bring to mind women. Furthermore, the appearance of women, what Rhode calls face credibility, is not seen as tough enough due to male-oriented definition of a “leader”. In most situations women have to prove they are worthy of attention. It is believed though that, communities live in a deep resistance with structural and emotional impediments burnt into cultures of organization (Wilson, 2006).

Although support for women is critical to address change, there is a need for new strategic alliances and building coalition to draw on different strengths of all areas of approaches to address gender inequalities. However it is assumed that women as leaders are excluded from informal networks as a result of difficulties to balance life and work (Rhode et al, 2004). Rhode continue to stress the weakness women have, by being their own worst enemies as they often do not join in to support each other or other women in leadership positions.

Another perspective on women leadership is also provided by Wilson, (2006:4) as he highlights number of issues that should be considered in women leadership:

- South Africa is the 13<sup>th</sup> country in the world’s political representation with excellent legislation and as a result has provided a hospitable environment for women leaders and for society to transform. The new government administration voted in the current 2009 elections has enforced gender quotas at national level.
- What should be valued is what women bring to leadership – a tendency towards greater inclusiveness, empathy, communication up and down hierarchies, focus on broader issues and make stronger government and richer business. Others such as (Abzug, 2004) agree and add other qualities which include inclusion across lines of authority and rational skills.

- Women are found to be collegial and collaborative rather than hierarchical.

It is on these bases that the number of women represented in government institution should not be viewed as token or political appointees as outlined in chapter 2 of this report but as a force to be reckoned with. The supporting institutions perhaps should encourage women leaders to be themselves and to lead effectively without proving their worth over and above any member of society.

It is possible that women in leadership positions in local government experience similar challenges as their counterparts in the corporate sector who are said to have value clashes with institutions they work for. Women are also intimidated by their superiors, organization culture as they are also cut off from social network based on gender (Clark, 2008).

### **3.4 WOMEN LEADERSHIP IN LOCAL GOVERNMENT**

An extensive study conducted by Todes, A; Sithole, P and Williamson, A, (wherein 70 interviews and 51 focus groups on the role of women in local government,) argue that some attention has been paid to gender equality at the newly elected government officials after the recent general elections of 2009. The three researchers further points out that while the numbers of women in parliament may be high (in South Africa) this may disguise the inadequate representation of women in local government (HSRC, Bently, 2004). The HSRC study further depict on how the focus on women in local government has been restricted to the representation of women as councillors and within management of local government as a whole rather than on informing and transforming the work of municipalities including analyzing challenges faced by women as leaders.

The Centre for Community and Labour Studies (CCLS) as cited by Maharaj, P and Reddy, P.S. (2008), maintain that women employees are concentrated at clerical, recreation and health positions in local government than at management levels and 20 to 40% of women are in middle management in these old cultural positions. The senior management levels are dominated by men. Like many settings such as the corporate sector, three key barriers are identified by Maharaj et al (2008) namely:

### **3.4.1 BARRIERS EXTERNAL TO THE ORGANISATION**

The effective participation of women in local government is affected negatively by attitudes to women in respective societies deriving from cultural norms that perceive women role to be that of nurturing - as wives, mothers, homemakers and providers at home while at work, like in corporate sector, they are expected or seen as inferior or incapable of holding the position of power by both men and women in most cases. Maharaj et al (2008) further argues that men feel threatened when women do hold positions of power, and at the same time, women may feel weak and unable to challenge men who hold positions of power. Such stance informs and reinforces the social barriers to women's effective participation in local government. The roles which women are still required to play in the private sphere placed limitations on the capacity of women to be effective. Such limitations relate to both time and place, and to the amount of energy and stress that women have when required to fit in responsibilities in both of these realms".

In Gauteng, the researcher's experience is that of encountering less information about women in management position and the role they play in comparison with their male counterpart in local government. Nonetheless, there has been more publicity about the former MEC for Local Government and the current Mayor of Tshwane Metropolitan Council. The challenge though is to establish whether this is as a result of lack of focus in the media arena on what other women in local government are perusing or whether women in other parts of Gauteng are experiencing the said limitations. Perhaps, this requires a further research study.

### **3.4.2 BARRIERS IN THE ORGANIZATIONAL CULTURE**

Many women councillors may also find themselves assigned roles in committees relating to health and welfare, as well as other fields that are considered to be traditionally within women's domain. Positions that entail large and control of resources such as land, finances, and housing has traditionally been men's domain and men feel especially threatened when women are occupying these positions.

In corporate sector, it has been reported that sexual harassment is rampant %%%. The study on sexual harassment would be interesting to establish the prevalent of this challenge in local government. In addition, the appointment of women especially

by dominant parties such as the African National Congress and the Democratic Party as part of their policies may play a role in easing the challenges in experiences in other settings in organizational culture of the local government arena.

### **3.4.3 BARRIERS IN THE ORGANIZATIONAL STRUCTURE**

Another reason for women's less effective representation at local than at national level may be that the broader women's movement (consisting of NGO's, the gender machinery, and other bodies with a gender equity mandate) can be "fragmented by decentralization" This was the key challenge to women councillor's effective participation in local government that was identified by Yusuf Patel from DPLG. Mr. Patel remarked that the challenge is to move forward beyond representation to find women who have the requisite skills and capabilities to meet the demands of developmental local government and who have the confidence to "stand their ground."

The key challenge identified here is that once women are represented in local government structures, they often do not have the capacity to be effective in influencing policy decisions and representing the interests of women. Nor is this problem confined to women representatives or staff; many men in such positions in local government have not been given the tools and information required in order to understand gender policies, consult effectively, and implement and monitor municipal programmes in a way which takes gender into account.

The challenge is to go beyond numbers and ensure that women are empowered to be meaningful representatives in local government.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

#### **4.1 INTRODUCTION**

The overall objective of the study is to assess the effectiveness of support provided to women leaders in Local Government. In order to get an insight into how women leaders in local government perceive the support provided by key stakeholders, the researcher investigated women's view on the provisions made by legal instruments and institutions established to promote gender equality since 1994; ascertain the support women gained from stakeholders in local government; investigate how the support provided in various forms such as training by NGO's, Academic Institutions and networks has influenced their leadership style before and after being appointed and lastly, establish lessons learned from support provided to women in local government.

The purpose of this chapter is to present the research methodology, sampling, how the data were collected and analysed. It also highlights the measures that were used to validate and ensure the reliability of the procedures used.

#### **4.2 RESEARCH METHODOLOGY AND DESIGN**

A research design provides the overall structure for the procedures the researcher follows, the data the researcher collects, and the data analyses the researcher conducts (Leedy & Ormrod, 2005). Cooper & Schindler, (2003:146) as cited by Botha et al (2005) maintain that the research design "constitutes the blueprint for the collection, measurement and analysis of data. It is the plan and structure of investigation so conceived as to obtain answers to research questions.

There are two design paradigms namely, Quantitative and Qualitative that are commonly used to provide the procedure of the study. Quantitative research, aims to determine the relationship between one thing (an independent variable) and another (a dependent or outcome variable) in a population (Hopkins, W.G. 2000). Quantitative research designs are either descriptive (subjects usually measured

once) or experimental (subjects measured before and after a treatment) as well. According to Leedy & Ormrod, (2005), this method assists researchers in explaining, predicting, and controlling phenomenon. The quantitative research is also referred to as interpretative as it establishes, confirm or validate relationships and develop generalization that contributes to theory.

Although quantitative methods are seen as providing more representative, reliable and precise measures through focused hypothesis, in this study, a qualitative research design will be used. The method is aimed at answering questions about the complex nature of phenomena, often with the purpose of describing and understanding the phenomena from the participant's point of view (Leedy & Ormrod, 2005). What is more crucial as Leedy et al quotes (Peshkin 1993), qualitative method will further assist the researcher to be descriptive in revealing the nature of support women leaders have that enables these leaders to implement government policies, address challenges and establish whether there is gender equity in leading Local government. In addition, the method could discover other problems that women face in Local government.

#### **4.3 RESEARCH INSTRUMENT**

In order to obtain feedback on the effectiveness of support provided to women holding leadership positions in local government by key stakeholders as outlined above, the researcher used a research instrument in the same way as a sociogram, rating scale or intelligence test and will use phenomenological research approach as the approach attempt to understand participants' perspective and views.

#### **4.4 POPULATION**

*“A sample is a part of something larger, called a population; the latter is the totality of entities in which we have an interest, that is, the collection of individuals, objects or events about which we want to make inferences”* (Diamantopoulos & Schelgelmilch, 2005:10).

In local government there when this study was conducted there were 282 municipalities with more than 4020 man and women officials in political and administration leadership positions (South African Local Government Association (SALGA) data base, March 2010) as shown in Annexure 1. This list, include

Executive / Mayors, Speakers and Municipal Mayoral Committee members on the political side and executive management committee on the administration side headed by Municipal Manager (and Directors for sector departments such as Community, Infrastructure / technical, finance and planning amongst other management positions). In Gauteng alone, there are more than 250 leaders falling within these two categories. Since the study is targeting women in leadership position, the population in this study is women in both categories highlighted above.

#### **4.5 SAMPLING FRAME**

The targeted population of women leaders in Gauteng was more than 70. Unfortunately, this was not achievable due to time and resource constraints. As a result, a sample frame was further drawn from these 70 women executive leaders in 14 local municipalities which include 3 Metropolitan Councils, 3 district municipalities and 8 local municipalities as a targeted sample frame.

A purposeful sampling was used where participants were chosen with a specific purpose or objective in mind; the sample was thus intentionally selected to be non-representative (Diamantopoulos & Schelgelmilch, 2004). Besides constraints mentioned above, the choice of sampling method was influenced by the limited number of women executive both at political level and administration level in the top three positions of local government and given that the population is finite. Annexure II obtained from the Gauteng Department of Local Government (GDLG) sets out the composition of the selected sample consisting only of Mayors, Speakers and municipal Managers.

#### **4.6 DATA COLLECTION**

In research, data was obtained through primary data and secondary data. Primary data was data collected with a specific purpose in mind while secondary data are data that have not been gathered expressly for the immediate study at hand but for some other purpose (Leedy & Ormrod, 2005). The secondary data in this study was first obtained from GDLG and SALGA as outlined in 4.4 above and from the literature as outlined in Chapter 3. The second step entailed obtaining primary data from the targeted sample by conducting in-depth, semi-structures telephonic interviews with Mayors (6), Speakers (6) and Municipal Managers. In total, 14 women leaders were

targeted but only 12 were actually interviewed. In-depth interviews were optimal for collecting data on individuals' personal histories, perspectives, and experiences, particularly when addressing sensitive topics.

According to Cooper & Schindler (2003:324), the key advantages of interviews are that the researcher can pre-screen the participants to ensure that the participants fit the profile. The interview will also enable the researcher to fully understand and learn more about answers to questionnaires and to get full range and depth of information (Terre Blanche & Durkheim: 2002).

On the other hand the interview methods have some disadvantages particularly with regard to time, cost and availability of officials hence the geographic area, Gauteng province, is considered.

A Semi-structured questionnaire as outlined in Annexure III was also administered to participants as a tool to capture data and as assurance that the responses remained anonymous. The main objective of the questionnaire was to address the research questions in terms of getting the opinion from women leaders on the support provided by key stakeholders. Secondly, to use the tool to record and transcribe data obtained from individual respondent as part of validation of the study.

The questionnaire consisted of predominantly open ended questions in order to provide participants the opportunity to express their views freely. The questionnaires also consisted of three sections. The first section will have background regarding the participants particularly their position, education background, political affiliation and associations they belong to. The second section will elicit opinion linked to the objectives particularly the barriers affecting women leaders identifies in the study and the last section will elicit lessons that could be learned around support received and recommendations for kind of support that benefitted or will benefit future women leaders in Local government.

The following key questions will be addressed by the researcher and in the process, all underlined types of questions used in qualitative studies (Lee, et al 1999), will be applied throughout the interviews in line with the objective of the study as follows:

#### Introductory and Background Questions



The introductory and background questions will assist in ice-breaking or setting the ambiance of the interview, probing and reposition the interview questions. In addition, the background will further allow the researcher to investigate through probing, women's views in local government on the provision made by legal instruments and institutions established to promote gender equality.

- The background of women in leadership position in local government – this includes their position, where they grow-up, how were they socialized in terms of values and culture, education and politics;

#### Follow-up and Probing Question:

- How their experiences played a role in shaping their leadership qualities?
- What are the most effective mechanisms used to support women leaders?

These probing questions are linked to objective 2 and 3 of the study as the researcher aims to ascertain women's perception of the support gained from stakeholders and establish whether key stakeholders' support played any vital role in shaping women leaders in local government.

#### Direct Questions and Individual questions

- What are the challenges faced by women leaders in local government?
- Are women leaders confident in leading their communities in their respective local government structures given the support provided?

#### Follow-up and Probing Question

The probing question will address the women's perception of the most effective supportive mechanism for women in local government, summarize objective 1 to 3 and 4 in determining lessons learnt from any support provided to women leaders in local government field.

- Where is the most support coming from – political, academic, Non-governmental organization or networks?
- What more should be done to ensure gender equality in terms of support?

#### **4.7 SELECTION OF PARTICIPANTS**

In this study, a purposeful selection of participants was perused by the researcher during the field study (August 2010 to February 2011) period due to the following key challenges:

- Data from SALGA and the Department of Local Government in Gauteng was not updated as some women in leadership position particularly Mayors, were replaced interestingly, by male counterparts. As a result, the researcher had to seek alternative members of the targeted population to conduct this study.
- The logistics and processes followed in terms of protocol were also time consuming and involved persuasion of the targeted population to schedule interview dates. It often took more than two weeks to secure an appointment even though the data was collected through the telephonic interviews.
- Majority of the targeted population, were not willing to participate in the study both at council and mostly at administrative leadership level resulting in , only two targeted participants at the administrative level responded and accepted to participate in this study. Some of the targeted group did not honour the appointments even after confirming and scheduling time. In most cases, their phones will be off.
- The political representation of the sample was biased towards the ANC as the party won elections in all municipalities except in the Midvaal municipality where the Democratic Alliance is managing for the municipality politically and to a larger extend administration of the municipality. Table 3 further highlight that all candidates except 3 were politically affiliated to the African National Congress (ANC), 2 were from the Democratic Alliance and one respondent did not want to disclose her political affiliation.

#### **4.8 DATA ANALYSIS**

The analytical objectives in qualitative research are to describe variation, describe and explain relationships, describe individual experiences and finding themes. A Circular Model of the research process will be used to analyze the interview results. This method is one of the strengths of the qualitative approach as there is a close link

between collecting and interpreting data on the one hand and the selection of empirical material on the other, unlike in the traditional linear method of proceeding, the method allows the researcher not only to ask question constantly but also to respond: how far do the methods, categories and theories that are used do justice to the subject and the data (Flick, 2002).

The researcher further envisages using different methods to analyze data such as content analysis which seek to quantify the data communicated between the interviewee and interviewer within the meaningful context of the interview, identify statements that relates to the objectives, seeking divergent perspectives (Leedy et al 2005). The analysis will also establishing communicative validation and compare the responses of respondents in terms of strata, Mayors, Speakers and Municipal managers. Lastly, data analysis will involve the differences between the three groups in terms of participants' opinion.

#### **4.9 VALIDITY AND RELIABILITY OF THE STUDY**

Qualitative methods seek to represent holism and to provide contextual knowledge of the phenomenon being studied. One goal of qualitative research is to increase understanding of a phenomenon as opposed to generalizing data extrapolated from the sample to the population at large. Rather than having a quantitative research outcome of generalized findings, qualitative researchers have an onus of richly describing the findings so they can be transferred to other situations.

The qualitative researcher's responsibility includes providing enough description about the context of the sample so that others may adequately judge whether the findings apply to their own situations. This phenomenon is supported by Myers, M (2000) as author maintains that the outcomes of qualitative research can potentially contribute valuable knowledge to the community. Thus, the finding of this study will not be generalized. Lastly, the researcher used Professor Nkomo's (2008) MBL II student Interview Protocol questionnaire as a guideline in developing a questionnaire outlined in Annexure 3. As a result, the questionnaire can be regarded as valid, practical and reliable.

#### 4.10 ETHICS OF THE STUDY

Ethics in research promotes the truth and values that are vital in respect of women in leadership within the local government to participate in this study. As such, the researcher will be honest and accountable in the method and procedures to be used in conducting the study.

Leedy et al (2005) maintains that ethical implications need to be considered when using human subject in research and highlight key fundamental ethical issues that should be considered when conducting any study. Thus e:

- I) Insuring that the researcher seek **participants consent** to be interviewed after being informed about the nature of the study. As a result, the participants were allowed to make a choice to participate or not to participate as the first step of the interview. This includes explaining the objective of the study and the duration.
- II) **Confidentiality** in which the researcher guarantees that any form of communication will be protected and that all responses will be coded should participants feel uncomfortable to be identified. Thus, the researcher provided her contact details for further correspondence in case required after the interview. This is also in line with the right to **privacy** by ensuring that others do not become aware of specific participants' responses unless consent is provided.
- III) Protect the participants from **psychological harm, embarrassment or loss of self-esteem** as a result of interview questions, probing during the interview as well as the outcome of the study.

Lastly, the researcher assured participants that she will acknowledge all contributions to the study and respect intellectual property.

#### 4.11 CONCLUSION

The study employed a qualitative research design and selected its participants using a purposive sampling method. A level of triangulation was used in data collection as primary data were collected through in-depth interviews and secondary data were gathered through available documents such as reports and legislation. The researcher

collected secondary data through literature and as outlined in chapter 1 to 3 above and by obtaining data base from SALGA and department of Corporate Governance. The primary data will be collected through in-depth interviews with 13 women in leadership positions. The structured interview questionnaire will be used as a tool to capture collected data and to measure accuracy of the tool ((Coopers and Schindler, 2003).

The above research strategy like any other option has its limitations. One of the major highlights of such limitation is in terms of the sampling method. As the sample was drawn from Gauteng province, it will be difficult to generalize the findings. Secondly, as the target population is consistently busy and professionally mobile it was not possible to cover the full targeted number of the sample.

## CHAPTER 5

### DATA ANALYSIS AND RESEARCH FINDINGS

#### 5.1 INTRODUCTION

The aim of the study was to get an insight into how women leaders in local government perceive the support provided by key stakeholders to enable them as leaders to manage and lead within local government without prejudices emanating from social customs, informal institutional values, norms and culture. In order to achieve this, data was collected through in-depth telephonic interviews with a sample of 12 women leaders in local government. The literature review outlined in the previous chapters, provided a platform for the researcher to have better perspective and a basis for analyzing the information obtained through the telephonic interviews with the targeted population.

The questionnaire used to collect data outlined in Annexure I, was based on twelve (12) mostly open-ended interview questions that were subdivided into the following themes; participants **background** including what motivates or influenced participants in their endeavours and who was influenced by these leaders. The second theme related to **barriers affecting participants** as leaders followed by the study key research question, **perception of women participating in this study on stakeholder support** and lastly, **lessons learnt** as well as **recommendations for effective support to women** in local government.

Through these questions, the overall objectives of the study was to assess the effectiveness of support provided to women holding leadership positions in local government by key stakeholders as outlined in the problem statement outlined in chapter 1 were sassed throughout the interview.

## 5.2 SELECTION OF PARTICIPANT

The data base of municipal officials was sourced from SALGA and the Department of Local Government, currently called the Department of Corporative Governance in Gauteng. This data base provided in Annexure II was never static as it changed drastically even during the scheduled period of telephonic interviews (October to February 2011) particularly at political level. The total number of Mayors in Gauteng during this period for instance, decreased from 6 to 3 and by end of November 2010 there were only 2 Mayors left in Gauteng province. The Table below summarizes the unit of study interviewed and representation.

Table 2: Demographics of Participants

Position	Race	Districts	Metropolita n Councils	Municipalitie s	Political Parties
3 Mayors	9 Blacks	West Rand	Johannesbur g	Randfontein	9 ANC
5 Speakers	1 Indian	Sedibeng	Ekurhuleni	Emfuleni	2 DA
2 MMC -	2 whites	Metsweding		Midvaal	1 No disclosure
2 Executives Directors (officials) in Municipal Administration				Westonaria	No disclosure
<b>12</b>	<b>12</b>	<b>3</b>	<b>2</b>	<b>4</b>	

Table 2 above, further shows the number of municipalities represented in this study. Four (4) participants were from 2 (out of 3) metropolitan councils in Gauteng province namely, Johannesburg and Ekurhuleni. Whilst 3 respondents came from 3 district municipalities, Metsweding which was merged with Tshwane Metropolitan council after 2011 local government elections, West Rand and Sedibeng. As a result, all district municipalities in Gauteng were represented in this study. One of the respondent though represented Emfuleni local municipality as a Speaker and Sedibeng district as MMC. In addition, 5 respondents were from 4 local municipalities.

Summing up the representation of this study, 12 women in leadership position were in 9 out of 14 municipalities constituting 64% of Gauteng municipalities were interviewed. Since there was a merger of municipalities in Gauteng namely, Metsweding District which merged with the Tshwane Metropolitan Council, the number of municipalities was reduced to 13.

### **5.3 BACKGROUND OF PARTICIPANTS**

This section provides the background of the respondents. The aim of understanding the background was in numerous folds. The first key scenario was to establish how the support provided in various forms such as training by NGO's, academic Institutions and networks has influenced participants' leadership style before and after being appointed. The second scenario was to establish how the respondents became leaders. How their situation at home and in society groomed them to be leaders. Lastly, the participants understanding of gender dynamics in relation to their roles and in line with the problem statement outlined in Chapter 1.

Prudent information though was captured to emphasis key points that assisted the researcher to understand the participant's background, what inspired and influence interviewees to become leaders in Local government perhaps as compared to other sectors such as private sector. The diversity of the sample however, went much further to analyze and outline the similarities and differences between political leaders or councillors, administrators and political affiliation of members selected as the representative sample.

#### **5.3.1 PROFILE OF WOMEN INTERVIEWED**

The profile of the respondents interviewed in relation to the **background** and life experiences revealed that:

- A large number of respondents **grew-up outside Gauteng** province. Some of the provinces sited include Northern Cape, Eastern Cape, Free State and North West. Only one responded was born and raised in Israel whilst very few (2) were born in Gauteng in areas like Alexandra Township. Also almost all the respondents were residing in various towns and suburbs throughout Gauteng only one respondent is still residing in Alexandra township where she was born and bred.



- Over 90% of participants were raised in a communal environment. Most of the respondents (7) cited the fact that they were brought-up in a very **traditional setting** where cultural values had to be respected. “Ubuntu” was a norm in their respective societies. The intensity of poverty during the apartheid era, also forced some of the interviewees in positions where they had to carry out some leadership responsibilities.
- Parents were removed from their homes due to many factors such as migrant labour, where mothers were domestic workers and father were mine workers. This also resulted in managing families at an early age including making independent decisions that affected their lives and extended families. Where parents particularly mothers, were present, participants were involved in feeding schemes supporting parents’ initiatives at an early age to date or even in their adult life.
- Over and above acquiring skills of leading families, the majority of respondents, particularly those in the political sphere, were involved in church activities and community based organizations that uplifted the youth, women, children and the community at large. One of the respondents even became pastor over and above being a councillor in local government.
- Almost all participants were professionals in their own rights with regard to **education**, holding diplomas in areas such nursing, radiography and teaching. Some respondents (50%) had under graduate and post-graduate degrees.

During the interviews, it became clear that apartheid did have a huge impact on what participants were forced to choose their careers or profession. For an example, one respondent grew up in East London. As an Indian, she was denied the opportunity to go to a university of her choice or closer to her home to study Social Work. Indians like other disadvantaged race groups prior to 1994 democratic dispensation, were affected by Group Areas Act No 41 of 1950, and could only be allowed to study in Kwa-Zulu Natal or Western Cape universities. As a result, the responded ended up studying nursing. Another participant interviewed, had to relocate from her home town, Boshoff, to further her studies since the town had one primary school for black people.

- Participants' **work experience** was very diverse. The majority of respondent's worked in the public sector before joining local government and only one was an entrepreneur – running her own business which ceased to operate as result of police harassment and detention during her involvement in the struggle against apartheid in the 80's. Almost 96% of the respondents were members of the ANC and also involved in ANC Women's League during the interview period. Most members displayed high level of involvement in church forums and various community organizations other than their political parties as well.
- Beside the **vast experience** in politics, the respondents working life span in local government, respondents **served in various committees** and structures such as Mayoral Committees. Some of the Speakers interviewed, served as Mayors before. Thus, the period served in local government was between 4 to 16 years at various levels since 1994 dispensation and only one respondent from DA has been in local government prior to 1994 when it was still called White Local Authority (WLA).
- A large number of respondents **were political activists** involved in political organizations ranging from students movement in high school as well as higher learning institutions, youth, civics and mass democratic movement prior to 1994 democratic elections. The passion to change the life of communities that were affected by poverty was the driving force behind all the members' involvement in local government setting and most of all, their involvement contributed in building their leadership role.
- One respondent though, was politically conscious and not involved in politics. She became involved indirectly through marriage to a political activist. One of the participants was involved in the youth moment in Israel and her current husband made her join the communist youth movement at a later stage (in Israel).
- After the new dispensation in 1994, all respondents continued to be highly involved in various structures ranging from the establishment of the ANC branches in their respective areas and being leaders in those structures. The respondents also climbed the ladder from being branch leaders to becoming

regional and to some extent national leaders. At the time of the interview, one was serving as an executive member of the South African Local government.

This study confirmed Joseph (2004) attributes outlined in chapter 1 that women were given a platform by various political structures to play a critical role in challenging apartheid while at the same time they were empowered to understand their rights to participate in the economic and political realm thereby gaining confidence in shaping their new role in society as decision makers rather than maintaining the cultural set roles.

Seeking the background of participants highlighted different life experiences members had during their development years through “Ubuntu”, how they were empowered to have a broader insight of their leadership role through education, religion and working experience and how this changed their attitudes and broader perspective with regard to their environment.

### **5.3.2 WHAT INFLUENCED AND INSPIRED RESPONDENTS**

Over and above the background that groomed participants, four key aspects that inspired participants and influenced their path as leaders. This section somewhat confirmed what was cited in the background of both the participants and of the study in the previous chapters. The **four key aspects** that inspired participants are:

- ✓ Family particularly a mother figure. Members of the sample seem to come from families that played a key role in bringing communities together in an effort to alleviate poverty in their small communities as 5 of the respondent sited their mothers being role models in their lives. Some of the respondents further highlighted the leadership role that they played in the family as majority, grew-up surrounded by **extended** families as outlined above. There was only one participant though who cited her father who was a politician as well as a councillor when she was 10 years old as her role model and a person who influenced her politically.
- ✓ Passion to serve people: All responded sited passion and the need to change the life of disadvantage communities as a key factor in inspiring them to be where they are

- ✓ Being surrounded by political friends and family. Some of the friends went to an extent of being mentors in their political career. One such person that the respondent felt need to be recognized as her mentor was named, Mr. Mawa and she felt that he must be saluted for the role he played in her life.
- ✓ Involvement in political movement prior to 1994 democratic dispensation in 1994.

In analyzing the background of the members of the sample, it was clear that their life experiences impacted on them and their respective developments and growth. It seems Mutabazi (2002) theory that African leaders were influenced greatly by the family, sub-culture, and the broader national culture in respective countries within the African continent is real. The interviewees directly and indirectly confirmed these sentiments.

In addition, the commitment of members of the sample to their political parties, particularly the ANC was overwhelming since member's vision and leadership role was driven by the ANC policies which were in line with their beliefs – alleviating poverty and uplifting their respective communities as they further lamented when citing their experiences. This also confirms Antrobus et al (2000) political approach in chapter 3 as politically inclined policies continue to force organizations including g

On the other hand, the leaders who belonged to the DA seem to be very assertive with long history of local government or authority and strong education background either through formal education or tacit knowledge. Like their ANC counterparts their interest in local government was to change the face of poverty. The respondent from DA who based on her communist beliefs, lamented the fact that she would like see equality in society.

This scenario confirmed the HSRC study conducted in 2004 on behalf of SALGA that women tend to be more concerned of common good, due to the fact that they are more likely to be closely involved in their communities. Family, education, religion, politics have shaped these leaders to have the welfare of people at heart. It is also clear that they were community leaders in their own right besides holding leadership positions at political and administrative level.

### **5.3.3 WHO IS INFLUENCED BY PARTICIPANTS**

The participant's (councillors, mayors, speakers, members of the mayoral committee and management in the administrative level) influenced people from the top to the bottom and vice versa (from the bottom to the top). This is more a characteristic of a servant leader as outlined in Chapter 3. According to the Centre for Servant Leadership (2003) and Ulrich (2005) description of this leadership style, these leaders were shaped by the struggle against apartheid. The argument by Servant Leadership theorist is that leaders choose to serve first, and then lead as a way of expanding service to individuals and institutions. The theorists further maintain that servant-leaders may or may not hold formal leadership positions and encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment.

The participants confirmed their roles and how they influenced various processes, structures and people or communities at large as described by various government reports such as "A Guide to Municipal Finance Management for Councillors" produced by the National Treasury in 2006 which stipulate that the Council is made up of elected members who approve policies and by-laws for the communities that elected them. The Council's key role is to pass budgets for its municipality each year and furthermore, decide on integrated development plans and service delivery issues for their locality.

The work of the Council is coordinated by a Mayor who is elected by Council. The Mayor is assisted by councillors, Executive Committee (elected by council) or a Mayoral Committee (appointed by the Mayor). The Mayor together with the Executive or Mayoral Committee also oversees the work of the Municipal Manager and department heads (usually described as Section 57 employees). In some very small municipalities the whole Council forms the executive – this is called a Plenary Executive.

Each municipality appoints a Speaker and may elect an executive committee and other committees, subject to national legislation. The speaker presides at meetings, ensures that the council meets at least quarterly, maintains order during meetings and performs other duties delegated by the council. The speaker or another

councillor may perform the role of a mayor, if delegated, depending on the type of Municipality prescribed in the Municipal Structures Act of 1996.

A majority of the members of a municipal council in overall addresses the following matters:

- pass by-laws
- approve budgets
- approve policies imposing rates and other taxes, levies and duties; and
- approve loans.

The work of the municipality was done by the municipal administration that was headed by the Municipal Manager and other officials. S/he would be responsible for employing staff and coordinating them to implement all programmes approved by council.

The interviewees were holding management position in various fields both at council and administration level in line with Local government structures as outlined in 5.2 above. In short the Members of the sample were:

- Speakers, 3 of whom were Mayors in the past
- Mayors (3) during the interview period,
- Members of the Municipal Council (MMC) and
- Directors or Heads of Departments (HoD's) at administrative level.

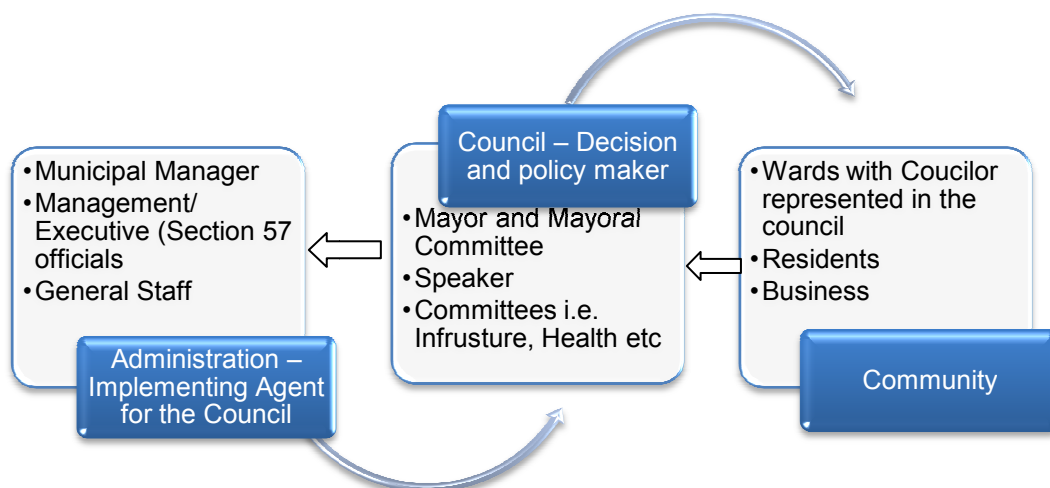
Those in Mayoral positions confirmed the theory in Chapter 1 to 3 and the analysis provided that the respondents influenced communities including the rich and the poor, business or private sector and the public sector, the council and the administration whilst at the same time, influencing policies and political landscape at local, district, provincial and national level. This also applied to a lesser extent, to Speakers as they were playing a supportive role to a Mayor.

At administration level, one participants interviewed highlighted some challenges and the role she plays in local government. The challenge cited though was a challenge of mind which was more positive and fulfilling to her. She influenced men who were in a majority in her department and reported to her. Her role as a Planner means she

plays a bigger role in implementing local government mandate to deliver service to communities in terms of development and town planning particularly at a metropolitan council which is a dynamic environment. She influenced business people who were investing in the municipality even though she found the private sector very difficult to influence. She also influenced the administration through the municipal manager and the council in making informed decisions on planning and budgets for development of the municipality in general.

Gauteng province might have been perceived as a province that does not have rural areas by most people. Metsweding District was such an example, dominated by farms, informal settlements and the area was 50% rural according to the Mayor of this district who was interviewed. The district depicted the role and influences the leadership at this level played in a diverse population. The respondents, a Mayor, highlighted the fact that she influenced rural communities directly and indirectly including their traditional leaders. She further lamented the fact that as a Mayor, she coordinated programmes which were implemented at local municipalities (two municipalities which at that time were falling within her district she is managing). The respondent also represented the district at provincial and national forums. This means she influenced not only district and local municipalities but also provincial and national governments. In addition, she influenced traditional leaders as compared to some other Mayors in Gauteng.

The role and influence of the women in leadership positions in Local Government could be summarized in the Diagram below – Inter-Linkage of influence:



**Diagram 4: Inter linkage of influence within Local Government**

The diagram above further depicts the linkages and the pillars of local government with the council acting as a legislature at local level, the administration acting as an implementing agent for service delivery on behalf of the council and communities represented in the council through ward councillors and on the other hand receiving and demanding service from the municipality. The diagram also shows how each component influenced another and the fact that one component could not do without the other hence the notion of top to the bottom and bottom to the top scenario is emphasised in terms of how influence is depicted in local government and from the participants of this study.

#### **5.4 BARRIERS AFFECTING WOMEN IN LOCAL GOVERNMENT**

The question on barriers affecting women and support provided by stakeholders in Local government were compatible in that, some responded outlined challenges women leaders face in their environment whilst some would highlight the barriers under support provided. Nonetheless, the key objectives of the study were achieved. This section though will outline the barriers as expressed by participants.

Almost all respondents maintained that society including both political and administrative side of local government was still patriarchal however, as cited by participants, it is not as blunt as in the apartheid era. There were 9 key factors cited



by each (12) respondents during the interview. These factors were repeated and cited in different ways. Following are some of the comments made:

COMMENT BY RESPONDENT	No. OF TIMES IT WAS RAISED
<i>“It is often not accepted when a women in management positions are assertive particularly by man folks”,</i>	
<i>“There is no paradigm shift in most man in terms of how they perceive and treat women from both cultural and apartheid era perspective”</i>	2
<i>“women are questioned when there is a mistake compared to their man counter parts”</i>	
<i>“This saying that women have to work three times harder than man is true”</i>	
<i>“Budgets are not allocated to ensure that women are empowered within the respective municipalities”</i>	
<i>“women leaders are often forced to request information or instruct officials to perform certain activities more than once before being heard” Probing further, this happen at both administrative and political (council) level and by both women and mostly man”</i>	
<i>“Culture is the course of the problem in terms of how women are treated”</i>	2
<i>“Legislation and policies can change however it would be a challenge to change individuals and attitudes”</i>	
<i>“The barriers in local government are more political – politicians always interfere affecting development of the community”</i>	
<i>“Some councillors do not see the bigger picture”</i>	2

**TABLE 2: Key Factors affecting participants in Local Government.**

Given the diversity of the participants in this study in terms of the background, political affiliation and influence, education, different leadership roles played by participants and administrative representatives as well as the history of participants as outlined in 5.2.1 above, the response on barriers was appealing as participants

were able to juxtapose the current environment with the women struggles specifically in the political and social perspectives.

Majority of respondents stated that the position of municipal manager in councils was often occupied by men and wondered whether this was merely coincidental. During the interview there was only one municipal manager in the whole of Gauteng based in Randfontein Municipality and one Administrator deployed at Dinokeng Tsa Taemane which was placed under Section 139 of Act 108 of 1996 of the Constitution. The aim of the study was to target such leaders in the administration level however it was a struggle to secure time to collect data through telephonic interview.

One of the respondents from the administration side drew the researcher attention on the fact that there are no female Engineers in Local government that she knows of and she would want to see a shift in future. Perhaps another desktop study is required to prove this hypothesis. The participants point of view, may confirm the perception that women are often given positions that are nurturing in nature rather than technical in nature as such positions are said to be allocated to man as a symptom of internal and external cultures embedded in sociality

What was concerning though was the sentiment shared by some participants regarding the frustration of having to deal with the gender dynamics of men who sometimes rely on male networks at municipalities and social networks to clandestinely resist women's leadership and decisions. As one participant lamented, such attitude affected proposals or programmes that were intended to improve the lives of poor communities. The other challenge in this regard was a situation where some respondents maintained that they had to prove or work harder to prove that they are capable. In some cases, they had to request subordinates or their counterpart to report or work on council or administrative issues more than once before the request is adhered to.

The challenges did not only affect political leaders but also the administrative level. As one responded pointed out, women had to prove themselves and it was often not easy for man to acknowledge or listen to women as their managers. The respondent felt that at local government level, women still leave in the man's world. Issues of maternity leave for women in leadership position (Section 57) as cited by the

respondent in the administration setting, is still an issue even for women counterparts.

The issue of patriarchy was raised by more than two respondents in different ways as one of the key barriers that exists even after the 1994 new democratic dispensation. These are some of the sentiments that were shared by participants:

***“Comrades are able to think the policy framework of the ANC and government, but often their practice is different because of their upbringing and mind set”***

***“Man folk are conscious about being ANC members and follow all policies and principles of the party but when it comes to women issues, man folks are not able to act perhaps it is a cultural thing”.***

***“The oppression of women has been camouflaged by the legislation and various policies practically the change is minimal”.***

This was supported by one of the respondent who in a way summed up this argument by stating that there is no paradigm shift in terms of gender equality and the struggle was still continuing.

During the interviews, it emerged that that some women in local government, as cited by some other participants, do everything possible to please man folks with political influence to stay in their positions as women leaders and even standing by man folks to campaign against women occupying leadership positions. This circumstance was attributed to lack of confidence amongst some of women even when participating in various debates in the council. One participant felt that some women are not looking at a bigger picture as they get to be influenced by man to pull other women down.

Only one councillor, Speaker, acknowledged the support received from other women leaders at all levels whilst others sited various challenges they had in seeking various support from women leaders at administrative level as well. The sentiments shared by most women in this study, confirms the theorist argument that women do not

support each other as they reach the higher hierarchies of management. What needs to be determined through further studies, is what has been cited by Wrigley (2002) as an attribute to this scenario, across all sectors public and private sector that women at the top are determined not to see other woman advancing.

The respondent from DA summed up the issue of patriarchy and gender mainstreaming as far from over. She argued that as society we cannot talk about the new legislation and rights of women as women are still treated as women and it will take long to change. She cited the premier of Western Cape's appointment as an example as she maintained, that her appointment was not smooth as it was suppose to because she is a women and even after being appointed, she is criticized and given al sort of names in all quarters.

In terms of what have been the most challenging aspects of participants in their positions, is a sense that there is commitment of participants to represent their political party(ies). This in a way tended to overshadow other responsibilities particularly balancing their work as councillors and work in the home front or family including attending social events particularly family gatherings. Some respondents felt that their families are a barrier as they need more attention especially where there is a marriage and children to take care of. Often there are meetings that are held at night over and above meeting that are held during the day as councillors duty is to meet their constituencies who are only available after hours.

Some participants particularly Speakers, felt that they are viewed unfairly as they are seen as merely providing support to the Mayor in organizing forums or meetings and not delivering service. One respondent though, felt that this depends on an individual. This includes the status a women leader have in the political party, her influence politically, or closeness to those who holds power and the setting.

It was interesting to interview one participant in Midvaal municipality. She maintained that she has never experienced any barrier even though she is a member of the ANC in a DA led municipality. She emphasised that she was appointed on merit and she did disclose that she is a member of the ANC to the council and administrative officials. She also found that she is able to implement ANC policies and principles, that of better life for all and better service delivery which is what her municipality is

doing. Unlike her counterparts in ANC led municipalities, she does not have to deal with political dynamics but deliver on what she was appointed to do.

There were three major issues that confirmed various studies namely, the barriers external to the organization and organizational culture as well as gender discrepancies in terms of appointment or ratio of women in leadership positions which reflect gender inequalities in the country in all sectors.

### **External and organizational culture**

The issues raised by the participants in this study on barriers affirm what has been outlined by Maharaj et al (2008) in chapter 3 as barriers external to the organization. Women in local government are also affected negatively by attitudes from both men and women in respective societies deriving from cultural norms. The issue though is how this culture could be changed?

From the researcher's point of view, the respondents also experienced barriers in the organizational culture in that, there were more women holding Speaker position and only 3 were holding mayoral position in Gauteng during the interview period prior to 2011 local government elections, some women mayors were replaced, about 5, by male mayors. Two respondents confirmed the World Bank study that there is a tendency towards lower levels of corruption where women's participation rates are higher however this often goes unnoticed by various stakeholders including political parties or leaders.

The interviewees also confirmed other studies conducted by Botha. (2005,) Hicks (2011), and others on common gender discrepancies in the country as summed up the Employment Equity report which indicates that there was a lower percentage of women in CEO (4.5%) and executive management (19 %) positions in the private sector whilst the Employment Equity report shows that there is 0,4% of women in local government that are in management positions. This number is said to be higher than the provincial (0.0%) and national (1.2%) representation in government.

In 2011 local government elections though, only 17.25% of women were elected as councillors. In Gauteng however, 6 women were appointed as Mayors and 2 of these Mayors were part of the sample or respondents interviewed in this study before this

election and were elected as Mayors. The Mayoral candidates in 2011 elections were elected on 50:50 bases in ANC led municipalities. This was also the case in the previous elections wherein, women were appointed in numbers on the contrary, there were only two mayors remaining as at March 2011.

The study foster Rae's et al (2004) argument that organizations are not neutral institutions but are informed by cultural values and patriarchal norms that are anti-women even though in local government specifically in Gauteng, women are included in decision making.

## **5.5 SUPPORT PROVIDED TO WOMEN IN LOCAL GOVERNMENT**

The barriers outlined above indicate that there are challenges in local government in terms of support for women at political and administrative level due to patriarchy and cultural norms. Support by stakeholders to women in Leadership positions within local government was the key central questions or objective of the this study as outlined in chapter 1 – to ascertain perception of the support women in leadership gain from stakeholders in local government. In this section, this objective was addressed the areas of support identified by participants were from the academic, private, political and government sector.

As indicated in 5.4 above some of the barriers were further elaborated in this section and in a way confirming that the key challenge is not lying with support provided but individuals and society at large in terms norms and culture learnt for decade.

### **5.5.1 ACADEMIC SUPPORT**

Almost all respondent had an understanding of the political history of women and the new environment created for women to have rights through the constitution and other international laws as outlined in Chapter 1.

The emphasis given by participants with regard to support received was mostly on academic level. Almost all participants agreed that the government through SALGA and ANC in particular, ensures that local government, political leadership and official are encouraged and in most instances, compelled to go for training and attend courses at academic institutions. The Institutions sited were:

- University of Johannesburg

- University of Pretoria
- University of Witwatersrand
- University of South Africa

The courses that most participants attended depended on their position and needs in terms of understanding individual role or Local Government given the different time frames each participant entered local government, their experience and the type of work they have to embark on. On the other hand the key courses emphasised during the interviews include:

- Municipal Governance;
- Management and Executive Leadership;
- Financial Management
- Public Management
- Executive Leadership

### **5.5.2 PRIVATE / BUSINESS SECTOR SUPPORT**

Only one participants cited support she received from private sector mainly from ABSA Bank wherein a mentorship programme was provided (in this case to a Mayor). It was clear that the majority of participants were more influential to the business sector or the private sector. Some participants indicated that they have no relationship with this sector, whilst very few highlighted some challenges in drawing the business sector into local government including local planning.

### **5.5.3 POLITICAL PARTIES AND GOVERNMENT INSTITUTIONS**

The ANC, SALGA and the Department of Provincial Government in Gauteng, were acknowledged for organizing women in local government in various forums, workshops for women to network and to discuss their challenges as women. The provincial government was cited as having played a key role in supporting women in general. The Mayor of Metsweding District cited an example where she had to address the chiefs / traditional leaders in the area during one of the annual initiation ceremonies in the area. The participant was asked about her role in man's activities regardless of the fact that she was a Mayor coming to address the traditional leaders regarding death of young boys in initiation schools. She was also not expected to

wear a trouser. The government supported her in addressing the situation. The participant, Mayor, indicated that traditionally, women are not seen in such initiation forums and she wouldn't have succeeded to meet the traditional leaders on her own regarding initiation matters.

The scenario highlighted above, in terms of stakeholder support, proves that government at all levels continues to support women in various forms including training, creating a platform for women to be represented in all spheres of government as well as being in decision making processes (Joseph, 2004). The section below

The stakeholder support is perceived by the researcher as essential for women leaders in local government given the past history of women in South Africa and the challenges of managing and leading a diverse society that requires adequate provision of service. Hence one of the objectives of this was to investigate women's view, in local Government, on the provisions made by legal instruments and institutions established to promote gender equality since 1994. Based on the questions outlined in the background above, the interviews conducted and the responses given, it is clear that participants understand the gender issues and the rights enshrined in the Constitution and other forms as highlighted in chapter 1.

What is missing is the support provided by non-governmental organisations. None of the participant mentioned any organization or the sector as being instrumental in their career throughout the interview even in their background and what influenced them as leaders.

Another key support that was highlighted by participants was family. Although there was no question asked about their age and marital status, some participants indicated that they were divorcees, single, widows and married. This emerged strongly when the issue of support was raised. One participants acknowledged that she did not receive support from her husband and family as he is often not at home while some indicated that there is a need to balance work life and home front since as leaders they are often in meetings or attending various forums when they are suppose to be with their families. Balancing their work and family seemed to be a challenge for most participants whilst other felt their work is a calling and commitment to serve the community and their political parties.



In concluding this section, almost half of the participants felt that the support provided by stakeholders to women in local government is not sufficient. There is a general agreement from the participants that the Constitution as well as all Legislations locally and internationally have created the best platform for women and equality however some of the sentiments shared by participants are stipulated in the table below.

<b><i>Comments on Support Provided</i></b>	<b><i>Nature of Support Required</i></b>
“There are no networks for women or mentorships”	Networks and Mentorship
“We can talk about legislation or training, women are still treated as women	Legislation and Training
“It will take years to change attitudes and perceptions”	Attitude
“Training is not enough humanity and educations are key in changing attitudes”	Education
“Programmes on women in politics are not taken seriously”	Political Programmes

TABLE 3: Perception on Support provided by stakeholders

Thus the respondents felt that support provided by key stakeholders is said to be not effective in enabling women in leadership position to manage and lead within local government without prejudices emanating from social customs, informal institutional values and cultural norms even though the laws have changed to protect them as stipulated in chapter 1.

## **5.6 LESSONS LEARNED FROM SUPPORT PROVIDED TO WOMEN**

The study provided an opportunity for participants to share their experiences and lessons learned in local government. The study was also used to motivate other women to join local government. The lessons as they were shared by respondents also reflected their understanding of the local government dynamic environment beside its challenges.

### **5.6.1 POSITIVE ASPECTS OF LOCAL GOVERNMENT**

Almost all participants emphasised how local government was **empowering** and **enriching** in terms of knowledge and the amount of work that has to be done to deliver service to communities. Some of the positive attributes shared by participants in this study were that, local government has been an **eye opener** in terms of understanding communities, societal needs as well as how people's life can be improved. In addition, as participants augmented each other, was that local government offered them **job satisfaction** and better remuneration. One of the participants highlighted the fact that unlike any setting, such as Provincial and National departments, everything happens on the ground with communities and as local government officials they are the **implementers of all government initiatives** on the ground. As a result, participants have **gained experience in addressing challenges**.

### **5.6.2 CHALLENGES EXPERIENCED BY PARTICIPANTS**

Local government though has its own challenges as pointed out by participants. The majority of participants acknowledged that the setting is complex and not easy when there is **mud slanging** between opposition parties. Hence one of the participants indicated that local government ***"is not for sissies"*** even though the debates are enjoyable.

Some of the comments sited which summed up this discussion by two participants were that **"there is no teacher in local government"**.

## **5.7 CONCLUSION**

This chapter confirmed a number of aspects that were raised in Chapter 1 to 3 and the overall objectives of this study which were to assess the effectiveness of support provided to women holding leadership positions in local government by key stakeholders. The quotations highlighted from the barriers to lessons learned in this chapter summed up the opinion of participants in terms of how the attitudes of some women and to a larger extent patriarchal society are affecting their performance and role. Change of mindset and paradigm shifts are said to be the course of the problem.

In the next chapter, conclusion of this study will be deliberated by means of using theories that have been cited throughout this study to support the fact that women are still prejudiced as a result social customs, informal institutional values, norms and culture that is embedded in our society for decades.

## **CHAPTER 6**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **6.1 INTRODUCTION**

This chapter aims to conclude this report in concurrence with the problem statement and the objective of the study on women in local government holding leadership position. In addition, bring to the close what was raised in the previous chapters particularly chapter 5 in relation to the problem statement and the objective of the study. Recommendations by both the participants and the researcher will be outlined. Lastly, highlight possible research studies emanating from this study.

#### **6.2 BACKGROUND TO THE CONCLUSIONS**

This Study has provided some insight into local government complex environment which requires a dynamic leader beyond being a Servant and Transitional leader as outlined in chapter 3 and 5. This study has confirmed that the local government arena is a complex setting that not only requires skills, capacity and resources to manage but also, passion to serve society at large, tolerance and the political will. The leaders in local government require all the support necessary from all sectors of the community in order to succeed in providing quality service irrespective of gender.

Given the outcome of this study and other studies conducted in the corporate sector on women in leadership, there is a need for women to swell the ranks of leadership positions in numbers. To prove their worth, capabilities, the wrath of prejudism based on cultural norms that have been practiced and learnt for decades of years should be addressed.

##### **6.2.1 PROBLEM STATEMENT OF THE STUDY**

The background to the problem statement was provided in Chapter 1 which lead to the primary aim of this study to establish whether the support provided by key stakeholders enable women in leadership position to manage and lead within local government without prejudices emanating from social customs, informal institutional values, norms and cultures even though the laws have changed to protect them.

Even though the study was limited to Gauteng, majority of the respondents felt they were prejudices based on social customs, values, norms and cultures.

The comments made in chapter 5 citing women perspective such as lack of paradigm shift and attitude (of colleagues or subordinates) that cannot be changed by legislation and policies confirms this argument. Some of the sentiments shared by the respondents for examples were even directed to members of the same political party who were conscious about the political history and policies benefiting women in general but their mindset and cultural beliefs did not change

The researcher aim was also to determine whether women networks and training provided by various institutions are effective in supporting women to address challenges in leading local government as an institution given societal norms and cultures. Is well stipulated in the 3<sup>rd</sup> objective in this chapter

### **6.3 OBJECTIVES OF THE STUDY**

The main objective of the study did cut across the three sub-objectives outlined in Chapter One and encompassed in the problem statement above (6.2.1).

#### Sub-Objective I

The base of these objectives derives from the **sub-objective one** which was aimed at establishing women's views in local Government, on the **provisions made by legal instruments and institutions established to promote gender equality since 1994** especially from their perspective as leaders. The assumptions that were pointed out prior to conducting this study were that:

- The Government has put in place adequate institutional mechanisms to address women empowerment;
- This concept empowerment, is not viewed in the same way across all stakeholder in local government;
- Women in leadership position have varied perceptions on the support they get from stakeholders.

The background was also provided in chapter 1 around the history of this country in relation to gender and the definition of gender. It is worth noting that all respondents

were given the interview questions prior to the interviews and all had the opportunity to think through their responses. None of the respondents raised the legal instruments nor disputed that the laws and legislation on women did not provide support to women to lead in their respective decision making roles. The responses were in a way more on practical and implementation of these instruments.

All the assumption became null hypothesis as local government did not differ much from any sector such as the private corporate sector. There was a common understanding on women perceptions on the support they obtained from stakeholders. This includes understanding gender issues and dynamics which to a larger extend, assisted in collecting data that was relevant to this study. There was an understanding also of the negative impact apartheid and cultural factors that often discriminated women had in their upbringing. On the other hand, there were positive spin-offs that emerged from family support, education, involvement in various organisations more especially, political struggles and affiliations.

The participants also understood opportunities available for women. One of these opportunities was to serve in leadership positions. Like the New Paradigm of Complexity Theory outlined in chapter 1 and 5, this opportunity was welcomed by few local government stakeholders whilst most resented and resisted these changes as maintained by the majority of participants in this study.

### **6.3 SUB-OBJECTIVE II AND III**

This study was also aimed at determining whether women networks and training provided by various institutions were effective in supporting women to address challenges in leading local government as an institution given societal norms and cultures. The objective emanated from the sub-problem statement background based on the assumption that various training programmes were conducted beyond the democratic dispensation and women's networks or forums through political affiliation may still exist. As a result, the respondents may have strong support over and above the legislative frameworks.

The participants acknowledged the role played by training and academic institutions through local government and political influences. However, the courses provided were limited to educating the participants about their roles and local government in general.

Some respondents highlighted the need for networking for women to share their challenges and experiences although, given some of the responses regarding lack of support or need for participants to spend quality time with their families, this might be a challenge for most women. This is based on challenges outlined in Chapter 2 and 5 that some respondents felt they need quality time and support from their families.

Training provided seem to be limited to understanding local government rather than supporting women in dealing with their challenges specifically in changing attitudes and mind set of those who unconsciously do not believe in gender equality as stated by participants.

This study supports Josephs (2004) argument that despite noticeable changes in legislation, women still face number of challenges. The study further proved that women networks and training provided by various institutions are to some extent, not effective in supporting women to address challenges in leading local government as an institution given societal norms and cultures.

#### **6.4 THE MAIN OBJECTIVE OF THE STUDY**

The main objective of the study originates from the background of the problem statement to ascertain whether women in leadership position within the local government were not impacted negatively by embedded cultural values and patriarchal norms that were anti women given the legislation that protects women. The key objective thereof was to **assess the effectiveness of support provided to women holding leadership positions in local government by key stakeholders.**

Objective II - **To ascertain the perception (of women in leadership position) of support gained from stakeholders** and objective III -**To assess how support provided by various stakeholders has influenced their leadership style,** provided the overall picture in assessing the effectiveness of support by stakeholders.

The outcome of the study revealed that various institutions (academic, business sector, political organisations and to a lesser extent Non-Governmental Organisations) played a key supportive role in influencing participants leadership style before and after being appointed. This is on the basis that participant:

- were educated prior to joining local government and were further educated or trained to understand their jobs,
- were political activists and their various political parties or involvement in the struggle for majority of participants empowered them further to be leaders over and above their upbringing as outlined in Chapter 6 under the background of participants.
- gained experience in local government through academic training and to a lesser through mentorships.

The experience gained also addresses one of the study's **objectives (IV) around establishing the lessons learned by women in leadership positions within local government.** The HSRC study (2007) which purported the fact that local government has become part of the standard policy recipe for good governance. It is also required to give effect to national policies and guidelines, as well as linking with other spheres of government in the context of cooperative governance has been confirmed in this study. None of the participants regretted being in local government and the role of being an implementer of all spheres of government was corroborated as revealed in chapter 5.

Most of all, local government was seen as empowering and enriching in terms of knowledge and its challenges. Khan's et al (2011) opinion that local government councils were characterized by diverse societies socially, politically, economically and culturally not only provides a dynamic environment for learning but also an understanding of communities, societal needs as well as how people's life can be improved. In addition, as participants augmented each other's view highlighting the fact that local government offered them job satisfaction.

## **6.5 MAIN FINDINGS**

Although this study was limited to Gauteng only and the findings cannot be generalized, the study highlights the synopsis of the plight of women in general particularly in local government. The study further shows that the challenges were similar to those of women leaders in the private sectors. The only advantage of women in local government though, is the platform that has been created for women to be in leadership positions through the quota system introduced by some mainstreams political parties like the ANC in early 2000 unlike their counterparts in



the private sector who were faced with reaching the glass ceiling challenges. Another similarity with the women in the private sector is that they all earned their status in leadership positions.

The disappointing part though is lack of quota system at administrative level within the local government arena. The administration setting is still highly dominated by man since there were very few women leading municipalities (municipal managers) across the country. In Eastern Cape for instance, female municipal managers were 2 out of 45 (Gasela, 2011), same as Western Cape where there were 2 out of 30 followed by Gauteng with 1 out of 11 whilst Limpopo had the highest number municipal managers, 3 out of 31 according SALGA website (2011).

The study shows that there is still a long way for women in local government, to lead without prejudices emanating from social customs, informal institutional values, norms and culture. The assessment of the researcher is that there is more to be done by stakeholders in supporting women in leadership in local government and in general. To address these challenges, the recommendations were outlined by the participants and the researcher in support also of some researcher and theorist with the trust that the proposals will contribute towards improving the quandary of women in all sphere of leadership.

## **6.6 RECOMMENDATIONS**

Like Underwood (2008) said, more and more research is required to uncover perceptions and practices that derail progress in implementing interventions aimed at women empowerment in leading institutions without human obstacles since human challenges can be addressed. To contribute in shaping this path, the following recommendations were outlined.

### **6.6.1 PARTICIPANTS RECOMMENDATIONS**

The key themes from participants emerged from this study based on participant's perception of support provided by various stakeholders as: outlined in chapter 6 as follows:

- I. Legislation and training not providing a platform for equal management within local government.
- II. Lack of networks and mentorship

- III. Negative attitude based on patriarchy
- IV. Political education programmes given that the majority of people with attitude are from **political parties**

#### Recommendations on Legislation and Training

All respondents felt that it is up to women in general to take a lead in resolving the demise of prejudism. To achieve this, participant recommended that:

- Women should be in all spheres of government in numbers and with different skills including those **skills** that are perceived to be assigned to individual on the bases of race, gender and class.
- Women leaders were also urged to **gain more knowledge** taking note that there is no teacher in local government. Knowledge means understanding the law and the law that govern local government.
- Women were also urged to study and to stay focused on their work rather than negativity surrounding their capabilities
- Women in local government should walk the talk, be **confident and assertive**. At the same time, women leaders should **be open for criticism that is constrictive and empowering**.

This recommendation is in line with Kraemer's Value Based Leadership principles as cited by Dizik (2011). The principles emphasize true self-**confidence and self esteem**. According to Kraemer, this entail building relationships with others so as to develop greater competency in areas where as a leader, you do not have confidence whilst self esteem provides carnage to listen to descending opinions and admit mistakes.

#### Recommendations on networks and mentorship

Participants believed that networks in local government were important and should be formalized. This will ensure that experiences and challenges are shared and addressed. In addition, women should not rely on man to succeed. This is in agreement with Wirth (2004) argument that In order to compete on a par with men, it is also essential that women have access to management training, line experience, mentors, role models at the highest levels, as well as admittance to formal and informal networks

Lastly, women should compete and be **appointed on merit** to avoid prevailing perception that they have been appointed based on quota system rather than capabilities as one participants insisted.

### **6.6.2 RECOMMENDATIONS EMANATING FROM THE STUDY**

There were number of studies that have been conducted as alluded throughout the study on women in the corporate sector. The experiences shared by participants in this study were almost the same as those shared by women in leadership and management position the corporate sector. The key experiences shared were somewhat augmenting what the participants recommended and in line with the objective of the study. :

#### Attitude from stakeholders and different forms of training required

Attitudes towards women in positions linked based on the findings derives from cultural norms and beliefs often questioning the capabilities of women in leadership.

- I) The researcher agrees with Wirth et al (2004) recommendation that sensitization programmes at all levels of the hierarchy should be geared to refuting the myths surrounding women's **capabilities** and focus on improving managers' understanding of gender, family issues, and endorsing the valuable contribution women can make to an organization's image as well as its productivity. Like Wirth, Doke (2011) lamented the fact that the belief amongst both sexes that women in leadership roles need to earn their credibility to justify the right to be there should be demystified
- II) In addressing some sectors of society's negative attitude toward women in leadership, the mindset of the society at large must be changed through **seminars, workshops and programmes** outlined in this section above. The programmes should include role play and corporate theatre since it would be a challenge to outline behaviour and attitude in theory only. There is a need to be put in another man's shoe.
- III) **Self empowerment as participants highlighted and assertiveness** are some of the key factors that are required from women in leadership position in local government.

### Recommended roles that other key stakeholders could play

Since this study is about assessing stakeholder support to women in leadership position, it became eminent that their support although acknowledged in various way, need to improve hence the following recommendations are highlighted:

I) **Education and training:**

- a. The recommendation by Buthelezi (2011,) the CEO of the National Empowerment Fund was quite fundamental, as she argued that the need to have a culture and mindset shift out rooted through the **education system** where cultural norms and attitudes that are not building the society are unlearned. Life Orientation, Arts and Culture may be the best subjects to redress gender discrimination. On the other hand, academic institutions should continue to highlight discriminatory laws and behaviours that impact negatively towards women and how some of these challenges affects productivity and the economy directly or indirectly.
- b. **Academic institutions** and professional association such as the South African Institute of Civil Engineers (SAICE) must continue lobbying for more intake and training of female students to academic institutions to study fields that have been perceived to be suitable for men. Once qualified, female graduates be motivated by other women particularly in leadership positions in various forms to swell the ranks of local government rather than the private sector only. This will improve the perception that some roles are limited to or assigned roles for specific individuals. This will not only improve service delivery as women are the most recipients of service delivery, understand the needs of the community and how these needs should be delivered.

- II) **Political Parties** or organization and to a lesser extend government institutions, can play a key role in educating it's members particularly man on subtle behaviours' that impact on women's capabilities and how such attitudes are against the policies of respective organisations since the policies are understood by male members but not practiced as cited by participants.

- III) **Religion** has played a key role in moulding society in various ways. At some point it was used to confirm and interpret apartheid as the best system and assisted in segregating people on the basis of their race and gender. At the same time, religion played a significant role in liberating people from apartheid. The focus though was on key societal challenges such racial discrimination, political dispensation that affected all members of society in South Africa. In this era of democracy religion should play a role in closing the gaps and challenges that still affects society. This includes gender equality, gender stereotypes or myths about women as part of rooting out cultural norms that discriminate women but promote women worthiness in society.
- IV) Lastly, **NGOs** used to be substitutes of government during the apartheid era, be it health, education, welfare and so forth, at the same time, these organisations would be in the forefront in advocating for change and playing a role developing policies and legislations such as the Sexual Harassment and Maintenance Bill after 1994 democratic dispensation. When this study was conducted, none of the participants remembered the role played by NGOs perhaps members of these organisations have been absorbed by government departments and some are members of Parliament.

Most of the primary data collected for this study emanate from NGOs research which was mostly written in early 2000 – 2005. Perhaps, the Gender Commission was expected to play a key role in such issues. Nonetheless, it is recommended that NGOs or lobby groups from labour movement, private sector, as well as women’s organisations from political parties including local government should support and **work with government institutions such as the Gender Commission and the Department of Women, Children and People with Disability** to address women’s challenges around prejudices emanating from social customs, informal institutional values and cultural norms.

## 6.7 FURTHER AREAS OF RESEARCH

During the field study, number of questions and comments emerged. Some of the recommendations or comments made required government including Local and provincial institutions as well as its associations to intervene.

Government should have an **efficient data** on women participation in decision making positions for continuous monitoring and reporting purposes of government policies such as gender equity and quota system.

Also, there is a need to establish if there is effective implementation of these policies. Thus, **desktop study** is required **to establish the number of women in leadership positions both at political and administrative level**. The data base will include positions they hold, women professionals such as Engineers or positions held by women that were previously perceived to be for specific class, race or gender. This will ensure that recruitment is targeted at women to fill formerly men's positions. To some extent, assist in increasing the number of skilled women in local government

Another area of research that should be perused is to establish **how both men and women perceive women in Leadership position within local government**. This may highlight some of the stereotypes or myths people have on women in leadership. **Focused groups** will be ideal and may be used to develop intervention programmes as outlined in recommendation II above.

Perhaps a separate study could be undertaken to determine the reasons why other women do not want to see other women succeeding.

Lastly, a study should be considered **on efficiency and level of corruption in municipalities lead by women** as pointed by one of the participants in a form of a hypothesis that "there is no corruption where women are mayors".

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## ANNEXURE I

Title	Job Title	Municipality	Postal 1	Postal 2	Postal 3	Physical	Province	Tel	Fax
Cllr	Executive Mayor	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Cllr	Speaker	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Cllr	Mayoral Committee Member, Community Development	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Cllr	Chief Whip	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Cllr	Mayoral Committee Member, Finance	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Cllr	Mayoral Committee Member, Health	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Cllr	Mayoral Committee Member, Transport	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Cllr	Mayoral Committee Member, Development Planning & Urban Management	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012

Cllr	Mayoral Committee Member, Economic Development	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Cllr	Mayoral Committee Member, Housing	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Cllr	Mayoral Committee Member, Environment & Corporate Services	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Cllr	Mayoral Committee Member, Infrastructure & Services	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Cllr	Mayoral Committee Member, Public Safety	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Mr	City Manager	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Ms	Executive Director, Emergency Management Services	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Ms	Executive Director, Environmental Management	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Mr	Executive Director, Transportation	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012

Mr	Executive Director, Development Planning & Urban Management	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Ms	Executive Director, Community Development	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Ms	Executive Director, Housing	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Ms	Executive Director, Finance	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Ms	Executive Director, Revenue & Customer Relations	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Mr	Executive Director, Infrastructure & Services	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Dr	Executive Director, Health	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Mr	Executive Director, Corporate & Shared Services	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein, 2001	Gauteng	(011) 407-6111	(011) 403-1012
Mr	Chief of Police, Johannesburg Metropolitan Police Department	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012
Mr	Executive Director, Economic Development	City of Johannesburg	PO Box 1049	Johannesburg	2000	2nd Floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday Street, Braamfontein	Gauteng	(011) 407-6111	(011) 403-1012

	Management								
CLr	Executive Mayor	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
CLr	Speaker	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Mr	Executive Director, Inner City Unit	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Ms	Executive Director, Special Development Projects	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Mr	Executive Director, Election Services	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
CLr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
CLr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112

Cllr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Cllr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Cllr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Cllr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Cllr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Cllr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Cllr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Cllr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Cllr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Cllr	Executive Committee Member	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112

Mr	Municipal Manager	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Mr	Executive Director, City Planning	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Mr	Executive Director, Digital Hub	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Ms	Executive Director, Corporate & Business Plan	City of Tshwane Metropolitan Municipality	PO Box 440	Pretoria	0001	Cnr Van Der Walt & Vermeulen Streets, 9th Floor, Room 951, Minutoria, Pretoria	Gauteng	(012) 358-4904	(012) 358-1112
Cllr	Executive Mayor	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Cllr	Speaker	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Adv	Executive Director, Legal & Administrative Services	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	Director, IDP	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	Deputy City Manager, Strategic Services Cluster	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319



Mr	Executive Director, Risk Management	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Cllr	Executive Committee Member	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Cllr	Executive Committee Member	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Cllr	Executive Committee Member	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Cllr	Executive Committee Member	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Cllr	Executive Committee Member	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Cllr	Executive Committee Member	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
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Cllr	Executive Committee Member	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Cllr	Executive Committee Member	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319

Clr	Executive Committee Member	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Clr	Executive Committee Member	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Clr	Executive Committee Member	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	City Manager	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	Deputy City Manager	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	Executive Director, Sport & Recreation	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	Executive Director, Environmental Development	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Ms	Executive Director, City Development	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	Executive Director, Arts & Culture	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Ms	Director, Communications & Marketing	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319

Mr	Chief Audit Executive	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Ms	Acting Financial Officer	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	Executive Director, Infrastructure Services	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	General Manager, Electricity Restructuring	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	Executive Director, Health	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	Executive Director, Information Communications Technology	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	Deputy City Manager, Corporate Services Cluster	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	General Manager, 2010	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Ms	Executive Director, Human Resource Management & Development	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Mr	Police Chief	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319

Mr	Executive Director, Community Safety	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
Ms	Executive Director, Economic Development	Ekurhuleni Metropolitan Municipality	Private Bag X1069	Germiston	1400	Cnr Cross & Roses Streets, Germiston	Gauteng	(011) 820-4000	(011) 820-4319
CLr	Executive Mayor	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
CLr	Speaker	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
Mr	Chief Operations Officer	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
Mr	Senior Manager, Service Delivery	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
CLr	Executive Committee Member	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
CLr	Executive Committee Member	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
CLr	Executive Committee Member	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
CLr	Executive Committee Member	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752

Cllr	Executive Committee Member	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
Mr	Municipal Manager	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
Mr	Senior Manager, Development & Planning	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
Mr	Senior Manager, Social Services	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
Mr	Chief Financial Officer	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
Mr	Senior Manager, Mechanical Engineering	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
Mr	Senior Manager, Electrical Engineering	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
Ms	Senior Manager, Corporate Services	Kungwini Local Municipality	PO Box 40	Bronkhorstspuit	1020	Cnr Botha & Mark Streets, Bronkhorstspuit, 1020	Gauteng	(013) 932-6200	(013) 932-3752
Cllr	Executive Mayor	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Cllr	Speaker	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859

Mr	Chief Operations Officer	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Cllr	Executive Committee Member, Finance	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Cllr	Executive Committee Member, Public Safety	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Cllr	Executive Committee Member, Housing & Transport	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Cllr	Executive Committee Member, Local Economic Development & Tourism	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Cllr	Executive Committee Member, Health & Environment	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Cllr	Executive Committee Member, Water, Electricity & Gas	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Cllr	Executive Committee Member, Corporate Support Services	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Cllr	Chief Whip	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859

Cllr	Executive Committee Member, Sport, Recreation, Arts & Culture, Heritage & Libraries	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Mr	Municipal Manager	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Mr	Executive Director, Environmental Management	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Mr	Executive Director, Planning	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Ms	Executive Director, Community Services	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Mr	Chief Financial Officer	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Mr	Executive Director, Infrastructure Development	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Mr	Acting Executive Director, Corporate Support Services	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Mr	Executive Director, Economic Development	Merafong City Local Municipality	PO Box 3	Carletonville	2500	Halite Street, Carletonville, 2499	North West	(018) 788-9500	(018) 787-3859
Cllr	Executive Mayor	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500

Mr	Speaker	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Manager, Performance Management Systems	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Manager, Legal Services	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Senior Manager, Officer of the Mayor	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Manager, Office of the Speaker	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Cllr	Mayoral Committee Member, Corporate & Legal Services	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Cllr	Mayoral Committee Member, Community Services & Infrastructure	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Cllr	Mayoral Committee Member, Finance, Development, Planning & Economic Development	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Municipal Manager	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500



Mr	Senior Manager, Environmental Management	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Senior Manager, Development & Planning	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Acting Manager, Housing	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Manager, Community Services	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Ms	Manager, Tourism	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Senior Manager, Financial Management	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Manager, Internal Audit	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Chief Financial Officer	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Acting Manager, Infrastructure	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Mr	Senior Manager, Corporate Services	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500

Ms	Manager, Economic Development	Metsweding District Municipality	Private Bag X10579	Bronkhorstspuit	1020	287 Iridium Street, Ekandustria, Bronkhorstspuit, 1020	Gauteng	(013) 933-3483	(013) 933-6500
Cllr	Executive Mayor	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Cllr	Speaker	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Ms	Secretary (Political Office Bearers), Mayor's Office	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Ms	Personal Assistant, Mayor's Office	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Cllr	Mayoral Committee Member, Social & Protection Services	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Cllr	Mayoral Committee Member, Development & Planning	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Cllr	Mayoral Committee Member, Corporate Services & Finance	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Mr	Municipal Manager	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Mr	Executive Director, Development & Planning	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Ms	Executive Director, Community Services	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Ms	Executive Director,	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519

	Finance Services	Municipality				Meyerton, 1961			
Mr	Executive Director, Engineering Services	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Mr	Executive Director, Management Services	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Mr	Executive Director, Corporate Services	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Mr	Executive Director, Protection Services	Midvaal Local Municipality	PO Box 9	Meyerton	1960	Cnr Junius & Mitchell Streets, Meyerton, 1961	Gauteng	(016) 360-7400	(016) 360-7519
Clr	Executive Mayor	Mogale City Local Municipality	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets, Krugersdorp, 1739	Gauteng	(011) 951-2000	(011) 953-2547
Clr	Speaker	Mogale City Local Municipality	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets, Krugersdorp, 1739	Gauteng	(011) 951-2000	(011) 953-2547
Ms	Manager, Internal Audit	Mogale City Local Municipality	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets, Krugersdorp, 1739	Gauteng	(011) 951-2000	(011) 953-2547
Mr	Chief Operations Officer	Mogale City Local Municipality	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets, Krugersdorp, 1739	Gauteng	(011) 951-2000	(011) 953-2547
Ms	Manager, Strategic Services	Mogale City Local Municipality	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets, Krugersdorp, 1739	Gauteng	(011) 951-2000	(011) 953-2547
Mr	Municipal Manager	Mogale City Local Municipality	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets, Krugersdorp, 1739	Gauteng	(011) 951-2000	(011) 953-2547
Ms	Acting Manager, Housing	Mogale City Local	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets,	Gauteng	(011) 951-2000	(011) 953-2547

		Municipality				Krugersdorp, 1739			
Mr	Manager, Social Services	Mogale City Local Municipality	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets, Krugersdorp, 1739	Gauteng	(011) 951-2000	(011) 953-2547
Mr	Manager, Research	Mogale City Local Municipality	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets, Krugersdorp, 1739	Gauteng	(011) 951-2000	(011) 953-2547
Mr	Chief Financial Officer	Mogale City Local Municipality	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets, Krugersdorp, 1739	Gauteng	(011) 951-2000	(011) 953-2547
Mr	Manager, Infrastructure	Mogale City Local Municipality	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets, Krugersdorp, 1739	Gauteng	(011) 951-2000	(011) 953-2547
Mr	Manager, Corporate Services	Mogale City Local Municipality	PO Box 94	Krugersdorp	1740	City Hall, Cnr Market & Commissioner Streets, Krugersdorp, 1739	Gauteng	(011) 951-2000	(011) 953-2547
Cllr	Executive Mayor	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795
Cllr	Speaker	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795
Ms	Manager, Strategic Support	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795
Mr	Director, Service Delivery	Nokeng Tsa Taemane Local	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795

		Municipality								
Cllr	Finance Portfolio Councillor	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795	
Cllr	Infrastructure Portfolio Councillor	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795	
Cllr	Support Services Portfolio Councillor	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795	
Mr	Municipal Manager	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795	
Mr	Director, Planning	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795	
Mr	Acting Director, Community Services	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795	
Mr	Chief Financial Officer	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795	

Mr	Acting Director, Corporate Services & Business Support	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795
Mr	Director, Local Economic Development	Nokeng Tsa Taemane Local Municipality	PO Box 204	Rayton	1001	Municipality Building, Cnr Montrose & Oakley Streets, Rayton, 1001	Gauteng	(012) 734-6000	(012) 734-5795
Cllr	Executive Mayor	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0083/4	(011) 692-2604
Cllr	Speaker	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Cllr	Executive Committee Member	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Cllr	Executive Committee Member	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Cllr	Executive Committee Member	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Cllr	Executive Committee Member	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Cllr	Executive Committee Member	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Cllr	Executive Committee Member	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604

Cllr	Executive Committee Member	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Mr	Acting Municipal Manager	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0051/2	(011) 692-2604
Mr	Director, Development Planning	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Ms	Director, Social Services	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Mr	Chief Financial Officer	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Ms	Director, Infrastructure	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Mr	Director, Corporate Support	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Mr	Director, Public Safety	Randfontein Local Municipality	PO Box 218	Randfontein	1760	Cnr Pollock & Sutherland Streets, Randfontein, 1760	Gauteng	(011) 411-0000	(011) 692-2604
Ms	Executive Mayor	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Ms	Speaker	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663

Ms	Chief Operations Officer	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Chief Whip	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Executive Committee Member, Housing & Land Affairs	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Ms	Executive Committee Member, Finance & Economic Affairs	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Executive Committee Member, Infrastructure Management	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Ms	Executive Committee Member, Public Safety	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Executive Committee Member, Integrated Environmental Management & Planning	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Ms	Executive Committee Member, Health (MMC)	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Executive Committee Member, Corporate Services	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Municipal Manager	West Rand District	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663



		Municipality							
Ms	Executive Manager, Transport & Land Use Management	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Executive Manager, Budget - Regional Support	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Chief Financial Officer	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Executive Manager, Infrastructure & Project Management	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Ms	Executive Manager, Health & Social Development	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Executive Manager, ICT - Regional Support	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Executive Manager, Corporate Services	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663
Mr	Executive Manager, Public Safety - Regional Support	West Rand District Municipality	Private Bag X033	Randfontein	1760	Municipality Building, Cnr Park & 6th Streets, Randfontein, 1760	Gauteng	(011) 411-5000	(011) 412-3663

Cllr	Executive Mayor	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Cllr	Speaker	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Ms	Manager, Project Management Unit	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Head of Department, Infrastructure, Development & Planning (IDP)	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Project Consolidate (Supply Chain)	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Ms	Manager, Internal Affairs	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Legal	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Ms	Manager, Administration	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Head of Department, Compliance & Performance	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Cllr	Chief Whip	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176

CIlr	Portfolio Head, Infrastructure, Development Planning	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
CIlr	Portfolio Head, Finance	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
CIlr	Portfolio Head, Community Services	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
CIlr	Portfolio Head, Corporate Services	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Municipal Manager	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Sport & Recreation	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Property & Town Planning	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Ms	Manager, Social Development	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Ms	Head of Department, Community Services	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Arts & Culture	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176

Mr	Chief Finance Officer	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Ms	Manager, Financial Planning	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Revenue	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Credit Control & Debt Collection	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Expenditure, Procurement & Stores	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Roads & Storm Water	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Acting Manager, Waste & Parks	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Water & Sewer	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Electrical	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Ms	Manager, Health	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176

Mr	Head of Department, Corporate Services	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Acting Manager, Human Resources	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176
Mr	Manager, Public Safety	Westonaria Local Municipality	PO Box 19	Westonaria	1780	1st Floor, Cnr Neptune & Jan Blignaut Drives, Westonaria, 1780	Gauteng	(011) 278-3000	(011) 753-4176

## ANNEXURE II : GAUTENG MUNICIPAL LIST AS AT FEBRUARY 2009

Municipality	Areas	Postal Address	Executive Mayor	Speaker	Municipal Manager	CFO
City of Johannesburg Metropolitan Municipality  <b>Switchboard: (011)407 6111</b>	Greater JHB, Northern JHB, Eastern JHB,	P.O. Box 1049	Hon. Mayor Amos Masondo	<b>Tel:</b> 011 407 7488/9	Mr M. Dlamini	Ms Mankodi Moitse
	Southern JHB, Western JHB,	<b>JOHANNESBURG</b>	<b>Tel:(011)407</b> 7557/8	<b>Fax:</b> 011 403 1615	<b>Tel:</b> (011) 407 7309	<b>Tel:(011)358</b> 3141
	Edenvale/Modderfontein,	2000	<b>Fax:</b> (011)339 5704	PA: Ntswaki Gadebe	<b>Fax:</b> (011)403 1012/	<b>Fax:</b> (011) 339 2652
	Midrand/Rabie Ridge/ Ivory Park, Khayalami, Gatsrant		sydney@joburg.org.za PA: Ms Nomthandazo Tshuma	<a href="mailto:NkeleN@joburg.org.za">NkeleN@joburg.org.za</a>  <a href="mailto:ntsoakir@joburg.org.za">ntsoakir@joburg.org.za</a>	PA: Ntsoaki Hlaba  <a href="mailto:ntswakih@joburg.org.za">ntswakih@joburg.org.za</a>	MankodiM@joburg.org.za
Ekurhuleni Metropolitan Municipality  <b>Switchboard: (011) 871 7911</b>	Khayalami,Kempton Park/Tembisa,Edenvale/	P.O. Box 145	Hon. Mayor Ntombi Mekingwe	<b>Tel:</b> 011 820 4522 <b>Fax:</b> 011 871 7457	Mr Khaya Ngema	Annete van Schalkwyk (Acting)
	Modderfontein,Brakpan,	<b>GERMISTON</b>	<b>Tel:(011)</b> 820-4560	PA: Duduzile Makola	<b>Tel:</b> (011)820 4000	<b>Tel:</b> (011)820 4263
	Greater Germiston,	1400	Fax:011 871-7258	(011) 437-2174	<b>Fax:</b> (011) 820 4319	<b>Fax:</b> (011)437 2152/820 4311
	Greater Nigel,Springs, Greater Benoni, BoksburgmAlberton,  Eastern Gauteng SC, Greater JHB, Eastern Jhb, East Vaal, Eikenhof,Midrand/  Rabie Ridge/Ivory Park, Suikerbosrand,Randvaal, Bronberg, Blesbokspruit, Daveyton/Etswatwa			<a href="mailto:Rebone@Ekurhuleni.com">Rebone@Ekurhuleni.com</a>  <a href="mailto:GertrudeM@Ekurhuleni.com">GertrudeM@Ekurhuleni.com</a>	duduzilem@ekurhuleni.com	PA: Bridget Hencil  <a href="mailto:Hencil.b@ekurhuleni.com">Hencil.b@ekurhuleni.com</a>
City of Tshwane Metropolitan Municipality	Greater Pretoria	P.O. Box 440	Hon. Mayor Dr Gwen Ramokgopa	Mkhatshwa <b>Tel:</b> 012 358 1002 <b>Fax:</b> 012 358 1312	Mr Kiba Kekana	Ndanduleni Makhari
	Pretoria, Centurion	<b>PRETORIA</b>	Tel: 012 358-4900	<a href="mailto:khorombid@tshwa">khorombid@tshwa</a>	<b>Tel: (012)</b> 358 4904	<b>Tel:</b> (012)358 8100
	Northern Pretoria	0001			<b>Fax:</b> (012) 325	<b>Fax:</b> (012)358 8111

Municipality	Areas	Postal Address	Executive Mayor	Speaker	Municipal Manager	CFO
<b>Switchboard: (012) 358-999</b>	Hammanskraal, Eastern Gauteng, Pienaarsrivier, Crocodile River, Western Gauteng, Winterveld, Temba, Mabopane, Ga-Rankuwa, Eastern DC, Roodeplaat.	\	Fax: 012 323-5117  PA: Mapaseka Mane  <a href="mailto:MapasekaM@tshwane.gov.za">MapasekaM@tshwane.gov.za</a>  Secretary: <a href="mailto:priscap@tshwane.gov.za">priscap@tshwane.gov.za</a>  (012)358-4905	<a href="http://ne.gov.za">ne.gov.za</a>  Exec. Secretary :Lebogang Ramohlale  <a href="mailto:lebogangr@tshwane.gov.za">lebogangr@tshwane.gov.za</a>  Snr Secretary.  <a href="mailto:mercymo@tshwane.gov.za">mercymo@tshwane.gov.za</a>  (012) 358-1017	3272/358 1112  Exec. Secretary Ninette Barnard  Ninetteb@tshwane.gov.za	PA: Metron Hlabathi  Metronh@tshwane.gov.za
Metsweding District Municipality  <b>Switchboard: (013) 933-3648/485</b>	Bronkhorstspuit, Cullinan, Eastern Gauteng, Roodeplaat, Elands River, Bronberg, Ekangala, High-veld DC, Pienaarsrivier	Private Bag X10567  <b>BRONKHORSTSP RUIT</b>  1020	Hon. Mayor Agnes Mlondobozi  <b>Tel: 013</b> 933-6200/3450  Fax: 013 933-3453  PA: Makhumo Pheko  Lmpheko@metsweding.com	<b>Tel:</b> 013 933 3483 <b>Fax:</b> 013 933 3120  PA: Thandi Phuti  jt. <a href="mailto:phuthi@metsweding.com">phuthi@metsweding.com</a>  082 336 8149	Mr Nava Pillay  <b>Tel:</b> (013) 933 3483 <b>Fax:</b> (013) 933 3489  PA: Dorcas Shongwe  md.shongwe@metsweding.com	Mr Eddy Sweeny  <b>Tel: (013)</b> 933 3483  Extension 144 <b>Fax:</b> (013) 933 3566  Ed.sweeny@metsweding.com  PA; Isabela Prinslo

Municipality	Areas	Postal Address	Executive Mayor	Speaker	Municipal Manager	CFO
Randfontein Local Municipality	See West Rand Municipality Gatsrant	P O BOX 218 RANDFONTEIN 1760	Hon Mayor Zephania Mhlongo  Tel: (011) 411-0083/4  Fax: (011) 693-1736	Hon Mayor Zephania Mhlongo  Tel: (011) 411 0302/3 Fax: (011) 692 3894  PA: Deidre Coetzee  <a href="mailto:Deidre.Coetzee@randfontein.org.za">Deidre.Coetzee@randfontein.org.za</a>	Adv Nthabiseng Sepanya Mogale  <a href="tel:(011)41100512">Tel:(011)4110051/2</a>  Fax(011)693 3865  PA: Dontle Conco  <a href="mailto:Ntonhle.Conco@randfontein.org.za">Ntonhle.Conco@randfontein.org.za</a>	Mr Ivan Mashego  <a href="tel:(011)4110086">Tel:(011)4110086</a>  Fax(011)693-1394  PA: Lisa van Dyk Ivan.Mashego@randfontein.org.za
<b>Switchboard</b> <b>(011)411 0000</b>						
Kungwini Local Municipality	See Metsweding	P.O. Box 40 <b>BRONKHORSTPRUIT</b> 1020	Hon. Mayor M.O. Maila  Tel: 013 932-6214  Fax: 013 932-1806	Hon. Mayor M.O. Maila  Tel: 013 932 6348 Fax: 013 932 5548  <a href="mailto:speakersec@kungwinimun.co.za">speakersec@kungwinimun.co.za</a>  PA: Tshepo Nyemba  PA: Mr Peter Nkosi  <a href="mailto:execmayor@kungwinimun.co.za">execmayor@kungwinimun.co.za</a>	Mr Nava Pillay  Acting MM  Tel: (013) 932 6210  Fax: (013) 932 3752  PA: Dineo Mokwena	Mr A. M. Tshesane  Tel: (013) 932 6337  Fax (013) 932 4785  <a href="mailto:cfo@kungwinimun.co">cfo@kungwinimun.co</a>  PA: Nonhlanhla Magagula
<b>Switchboard:</b> <b>(013)932 6200</b>						
Nokeng Taamane Local Municipality	See Metsweding DC Municipality Cullinan/Rayton  Roodeplat, Elands River, Pienaarsrivier	P.O. Box 204 <b>RAYTON</b> 1001	Hon. Mayor Annah Digoro  Tel:012 734 6102  Fax:012 734-5859	Hon. Mayor Annah Digoro  Tel: 012 734 6141 Fax: 012 734 5859  082 925 8109	Mr Lonwabo Mgudlwa  Acting MM  Tel: (012) 734 6108  Fax: (012) 734 4624	Mr Linda Afrika Lotter  Tel: (012) 734 6104  Fax: (012) 734 4624  PA: Lindiwe
<b>Switchboard:</b> <b>(012) 734 6000</b>						



Municipality	Areas	Postal Address	Executive Mayor	Speaker	Municipal Manager	CFO
		\	PA: Ms L.Mokwena Annad@nokengmun.co.za		PA: Thuli Sikhwari thulis@nokengmun.co.za	Mahlangu
West Rand District Municipality	Carletonville, Krugersdorp,Westonaria Randfontein,Western Gauteng, Magaliesberg Gatsrant, Vaal River Fochville, Wedela Southern DC	Private Bag X033 RANDFONTEIN 1760	Hon. Mayor Faith Matshikiza <b>Tel:011 411-5004</b> <b>Fax:011 693-7833</b>	<b>Tel: 011 411 5004</b> <b>Fax: 011 693 7833</b> PA: Ms Ellen Nxazonke En@wrddm.gov.za	Mr T. Z. Mokhatla <b>Tel: (011) 411 5021</b> <b>Fax: (011) 693 4306</b> 086 612 4850 PA: Amanda Segopolo <a href="mailto:asegopolo@wrddm.gov.za">asegopolo@wrddm.gov.za</a>	Mr Evans Chwaile <b>Tel: (011) 411 5254</b> <b>Fax: (011) 411 5071</b> PA: T. Maake <a href="mailto:tm@wrddm.gov.za">tm@wrddm.gov.za</a>
Westonaria Local Municipality	See West Rand DM Westonaria, Vaalriver	P.O. Box 19 <b>WESTONARIA</b> 1780	Hon. Mayor Mmaserame Khumalo <b>Tel: 011 278 3108</b> <b>Fax:011 753 4176</b> PA: Martha Ngamole Mngamole@westonaria.gov.za	<b>Tel: (011) 278 3129</b> <b>Fax: (011 )753 4176</b>  <a href="mailto:Rlatta@westonaria.gov.za">Rlatta@westonaria.gov.za</a>  PA: Rene Latta	Mr George Seitisho <b>Tel: (011) 278 3100</b> <b>Fax: (011) 753 4176</b>  PA: Benit van Wyk Bernadettevanwyk@westonaria.gov.za	Mr Manie van Brakel <b>Tel: (011) 278 3141</b> <b>Fax: (011)753 2335</b>  <a href="mailto:Hvanbrackel@westonaria.gov.za">Hvanbrackel@westonaria.gov.za</a>

Municipality	Areas	Postal Address	Executive Mayor	Speaker	Municipal Manager	CFO
		\				PA: Bets van Wyk Bvanwyk@westonaria.gov.za
Mogale City Local Municipality	See West Rand DM Krugersdorp, Magaliesberg, Magaliesburg	P.O. Box 94 <b>KRUGERSDORP</b> 1740	Hon. Mayor Calvin Koketso Seerane Tel: (011) 668-0500 Fax: (011) 953-4571 PA:Fozi Patel fozip@mogalecity.gov.za	<b>Tel:</b> (011) 668 0514 <b>Fax:</b> (011) 953 6139  PA: Benita Coetzee 083 988 8384	Mr Dan Mashitisho Tel: (011) 951 2013 Fax: (011) 953 2547 PA: Jolinda Janaker <a href="mailto:jolindaj@mogalecity.gov.za">jolindaj@mogalecity.gov.za</a>	Mr Lesly Mahuma <b>Tel:</b> (011) 951 2472 <b>Fax:</b> (011) 953-2547 2547  PA: Rosemary Tlatla
<b>Switchboard:</b> <b>(011) 951 2000</b>						
Sedibeng District Municipality	Lekoa/Vaal Vereeniging/Kopanong, Western Vaal, Heidelberg, Eastern Gauteng, De Deur/Walkerville, Devon/Impumelelo,Eikenhof, Randvaal, Vaal Marina, Blesbokspruit, Suikersbosrand, Western Gauteng, Vaal River, Vaal Oewer, Vischkuil	P. O. Box 471 <b>VEREENIGING</b> 1930	Hon. Mayor Mahole Mofokeng <u>Tel: (016) 450-3017</u> Fax: 086 617 4497/(016)421-3182  PA: Secretary : Sibongile Radebe  <a href="mailto:SibongileR@Sedibeng.gov.za">SibongileR@Sedibeng.gov.za</a>	<b>Tel:</b> 016 450 3091 <b>Fax:</b> 016 422 2456  PA: Mapuleng Mateane  <a href="mailto:MapulengM@Sedibeng.gov.za">MapulengM@Sedibeng.gov.za</a>	Mr. Yunus Chamda ( <b>Acting</b> ) <b>Tel:</b> (016) 450 3249 <b>Fax:</b> (016) 455 5264  PA: Dennis Smits  <a href="mailto:denises@sediben">denises@sediben</a>	Mr Brendon Scholtz <b>Tel:</b> (016) 450 3074 <b>Fax:</b> (016) 421 1399  PA: Rosa Lombaard  <a href="mailto:RosaL@Sedibe">RosaL@Sedibe</a>
<b>Switchboard:</b> <b>(016) 450 3000</b>						

Municipality	Areas	Postal Address	Executive Mayor	Speaker	Municipal Manager	CFO
		\	<a href="http://v.za">v.za</a>		<a href="http://g.gov.za">g.gov.za</a>	<a href="http://ng.gov.za">ng.gov.za</a>
Emfuleni Municipality	Local Areas See Sedibeng DM Lekoa/Vaal, Western Vaal, Vaaloewer, Vaal River & Vereeniging Kopanong	P.O. Box 3 <b>VANDERBIJLPAR K</b> 1900	Hon Mayor S.A. Mshudulu <b>Tel: (016) 950-5452</b> <b>Fax: 086 555 5712</b>	Hlongwane <b>Tel: (016) 950 5432</b> <b>Fax: (016) 950 5311</b>	Mr M.T. Moeti (Acting) <b>Tel: (016)950 5102/3</b> <b>Fax: (016) 950 5030</b> PA: Adrie Venter <a href="mailto:adriv@emfuleni.gov.za">adriv@emfuleni.gov.za</a>	Derick Maganya <b>Tel: (016) 950 5452</b> <b>Fax: (016) 950 5007</b>
	<b>Switchboard:</b> <b>(016) 950 5000</b>		PA: Mapaseka			
Midvaal Municipality	Local Areas See Sedibeng DM Vereeniging/Kopanong De Deur/ Walkerville, Eikenhof, Randvaal, Vaal Marina Suikerbosrand	P.O. Box 9 <b>MEYERTON</b> 1960	Hon Mayor Martie Wenger Tel: 016 360-7413 Fax: 016 362-2794  PA: Camen Ponte	<b>Tel: 016 360 7573</b> <b>Fax: 016 362 2794</b>  <b>PA: Nerisha Mitchel</b>	Mr Albert De Klerk Tel: (016) 360 7412 Fax: (016) 362 2794 Janet De –Wendt <a href="mailto:janetta@midvaal.gov.za">janetta@midvaal.gov.za</a>	Ms Welma van Niekerk Tel: (016) 362 7406 Fax: (016) 362 3786 PA: Lizette Jacobs Lizettej@midvaal.gov.za
	<b>Switchboard:</b> <b>(016) 360 7400</b>					
Lesedi Municipality	Local Areas See Sedibeng DM Heidelberg, Devon/Impumelelo, Vischkuil,Blesbokspruit	P.O. Box 201 <b>HEIDELBERG</b> 1438	Hon Mayor Busisiwe Modisakeng <b>Tel:016 340-4314</b>  Fax: 016 340-4460	<b>Tel: 016 340 4348</b> <b>Fax: 016 340 6458</b>  083 260 9901 PA: Suzan	Mr Pieter van den Heever Tel: (016) 340-4305 Fax: (016) 340 4394	Ms Antonnete Ngwenya Tel: (016) 340 3410 Fax: (016) 340 4424
	<b>Switchboard:</b>					

Municipality	Areas	Postal Address	Executive Mayor	Speaker	Municipal Manager	CFO
(016) 340 4300		\	<a href="mailto:mayor@lesedilm.co.za">mayor@lesedilm.co.za</a>		PA: Ronnel Voster <a href="mailto:mm@lesedilm.co.za">mm@lesedilm.co.za</a>	Fax: 086 601 5221 PA: Roxanne Du Toit

## ANNEXURE III : INTERVIEW PROTOCL

INITIALS & SURNAME: (If willing to disclose)

NAME OF THE MUNICIPALITY: (If you wish to disclose)

POSITION HELD: Mayor  Speaker  Municipal Manager  Other

TYPE OF THE MUNICIPALTY: Metro  District  Local Municipal

YEARS IN THE POSITION: .....

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In order to understand how women in leadership position within local government are supported by various stakeholders, please tell us about the following about you:

1. **Background - Introduction**

This include where you grow-up, how were you socialized in terms of values and culture, education and political environment you experienced (To probe if they belong to any organization or party). Have all this experiences played a role in developing who you are today?

2. What motivates you or inspire you to do your work as a leader? (probe by establishing whether it is individuals, organizations and networks)
3. How your experience and or the structures as outlined above played a role in shaping your leadership style and quality?
4. Who are you able to influence in your position? (To probe further to get a sense of the leader's role in influencing stakeholders, the council and subordinates).

### **Barriers affecting participants**

5. What are the challenges faced by women leaders in local government?
6. What has been the most challenging aspect of your work as a women leader?

### **Support from Stakeholders**

7. What has been the most effective mechanisms used to support you in addressing challenges (probe if legislation/constitution, associations or networks, academic institutions, political parties, non-governmental organization, mentors etc were effective in supporting the participant).
8. Is organizational culture supportive? (probe if the council and administration executives are
9. Are women leaders confident in leading in their respective local government structures given the support provided?

### **Recommendations**

10. Being women in local government leadership, what advice would you provide to other women who are inspiring to be in your position within Local government in future?
11. What has been your key developmental experience that women leaders could rely on to make women effective leaders in local government?

Thank you for your participation.