



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

**AN ASSESSMENT OF THE LEVEL OF WOMEN PARTICIPATION IN PUBLIC
SECTOR LEADERSHIP AND DECISION MAKING: A CASE STUDY OF KWEKWE**

BY

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**DISSERTATION SUBMITTED TO THE FACULTY OF SOCIAL SCIENCES IN
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APPROVAL FORM

The undersigned certify that they have read and made recommendation to the Midlands State University for acceptance of this research project entitled: **AN ASSESSMENT OF THE LEVEL OF WOMEN PARTICIPATION IN PUBLIC SECTOR LEADERSHIP AND DECISION MAKING: A CASE STUDY OF KWEKWE**. This dissertation was submitted in partial fulfillment of the requirement of the BSC Honors Degree in Peace Studies.

Supervisor

Signature.....Date.....\.....\

Chairperson

Signature.....Date.....\.....\

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DECLARATION

I, Fungai Christine Kufainyore, sincerely declare that this dissertation is my own original work and has not been previously submitted to any other university. Acknowledgements and proper citations which go hand in hand with the copyright and ethical requirements have been strictly followed in writing this text.

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ABSTRACT

This study is a mixed approach which evaluated the participation of women in the public sector leadership and decision making in Kwekwe .Zimbabwe's population rate has more women as compared to men with 51.27% women and men owning 48.73% of the population but only a few women are recognized in leadership and decision making in every sector. A review of why it is essential for women to participate was discussed and research was done to find out the number of women participating in leadership roles in Kwekwe's public sector and whether they are given opportunities to make decisions. There are various challenges that were identified that made it hard for women to participate in leadership and decision making leading most of them to occupy middle posts .Questionnaires, interviews and documentary research were used as methods of collecting necessary information for the research. The study purposively sampled women in the public sector as well as males so as to get male perspective on the issue of women and participation. It also used selective sampling and selected residents in the city of Kwekwe to understand the society under research. The study found out that though there are conventions and systems that promote female representation patriarchy is still well established in the society as many males do not accept the view of women becoming leaders or earning more money than they do. Besides patriarchy women themselves have become their own enemies by creating hostility and hatred among themselves as the few that occupy leadership positions are not getting enough support from their female counterparts and women under other positions are complaining that women who become leaders do not seem to recognize their gender once they get in top management. Due to some of these reasons women have given men the opportunity to rise and obtain dominating roles as they lack unity and one voice. The study argues that there is need for the deconstruction of the mind and literature so as to socialize people on the importance of women participation, the need to promote democracy as well as getting rid of the patriarchal mentality. The eagerness for education should be available as well as the promotion of leadership courses ,awarding of women making a difference and focus groups for women to encourage them to come out of the closet.

DEDICATION

This dissertation is dedicated to the Late F.S Kufainyore my father who always encouraged me to become a hardworking person and my mother Ms P. Kufainyore who made me reach this far through her support and prayers.

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TABLE OF CONTENTS

APPROVAL FORM	i
DECLARATION	ii
ABSTRACT	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
ACRONYMS	viii
LIST OF FIGURES	ix
LIST OF TABLES	ix
CHAPTER ONE: INTRODUCTION	10
1.1 Introduction	10
1.2 Background of the study	11
1.3 Statement of the problem	12
1.4 Research Objectives	12
1.5 Research Questions	13
1.6 Justification of the Study	13
1.7 Limitations	13
1.8 De-limitations	14
1.9 Methodology	14
1.10 Ethical Consideration	17
CHAPTER TWO	19
LITERATURE REVIEW	19
2.1 Introduction	19
2.2 Conceptual definition of terms	19
2.3 Why should women participate in leadership and decision making?	20
2.4 The nexus between democracy and women participation	20

2.5 Role of women in the society of Kwekwe	20
2.6 Factors affecting the participation of women in leadership and decision making in Kwekwe	21
2.7 Women in politics	25
2.8 Women in education.....	27
2.9 Women in business.....	28
2.10 Theoretical framework	28
CHAPTER 3	31
DATA PRESENTATION AND ANALYSIS	31
3.1 Respondents	31
3.2 Response rate.....	32
3.3 People’s perceptions towards women obtaining leadership roles	33
3.4 Position of females in leadership and decision making in the public sector of Kwekwe ...	34
3.13 Proposed measures by the respondents on improving female participation in Leadership and decision making.....	43
Conclusion.....	46
CHAPTER 4: CONCLUSIONS AND RECOMMENDATIONS.....	47
4.1 Introduction	47
4.2 Conclusions	48
4.3 Recommendations	50
BIBLIOGRAPHY	52
Appendix 1: Questionnaires handed to all government owned organizations.....	58
Appendix III: Interview schedule for residents and workers of Kwekwe district	61

ACRONYMS

CAMFED	Campaign For Female Education
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
GPA	Global Political Agreement
ICCPR	International Covenant on Civil and Political Rights
SADC	Southern African Development Community
NGO	Non Governmental Organizations
WEF	World Economic Forum
WIPSU	Women In Politics Support Unit
ZANU PF	Zimbabwe African National Union Patriotic Front
ZESN	Zimbabwe Election Support Network

LIST OF FIGURES

Figure 2.1: Population of Kwekwe

Figure 3.1: Percentage of gender response

Figure 3.3 : Percentage of people's perceptions towards women obtaining leadership roles

Figure 3.4: Comparisons of the number of males and females in business

Figure 3.5: Women in politics statistics

Figure 3.6 : Segregated data of the position of men and women in the educational sector

Figure 3.10: The percentage of men's views on whether women should be employed

Figure 3.11 : Time as an obstacle to leadership

Figure 3.12 : Factors that are limiting women to participate in leadership and decision making

LIST OF TABLES

Table 3.2: Response Rate

Table 3.7: Summary of Female representation across departments in Kwekwe

Table 3.9: The percentage of men and women's perceptions on patriarchy as the cause of lack of women's participation

CHAPTER ONE: INTRODUCTION

1.1 Introduction

The efforts by Zimbabwe to promote women empowerment seems to be intangible despite the acknowledgment of its value by the government, development partners and women organizations .Since 1980 many interventions by government and development partners have been made, which include the attempted setting up of a women's bank and various women's cooperatives, women still remain at the bottom and underrepresented. A woman can be defined as an adult female human being, a female child and a girl as contrasted to men an adult male (Krook 2010).He went on to say ,a woman is used to specify the biological sex differences, gender roles differences or both. Participation however can be defined or referred to as the collective and continuous efforts made by people in setting goals, taking action which helps in benefiting their living conditions and pooling resources together (Mishra 1984).Article 25 of the international convention on civil and political rights (ICCPR) recognizes and protects the importance of the right to participation as a means for an individual to be involved in decision making processes of his or her society. The limited female presence in leadership positions leads to a contemplation of whether and how public policy should react. To answer these questions, one must identify the issues affecting female leadership and aim to precisely understand the benefits of promoting more women to become leaders in the society to enhance democracy and development. This research will present findings from Kwekwe on female representation in the public sector on decision making. It will discuss how existing evidence can inform our perceptive of the fairness and efficiency implications involving women. The below contains chapter 1 which consists of the background of the study, statement of the problem, justification of the study, research objectives, questions and methodology .Chapter two will evaluate different literature and theories that affect the research topic while chapter 3 analyses and presents data found and collected concerning the topic under study and finally chapter4 will give the conclusion to the research as well as provide recommendations on the research topic.

1.2 Background of the study

The struggle for the recognition of women dates back in time and since the inception of United Nations various treaties, conventions and laws have been introduced to support and defend the females. 1946 was the year that United Nations initiated a commission on women's status. The United Nations according to Benedek et al (2002) suggested various economic, political and social measures in order to cure the root causes of the challenges and possible consequences of regular segregation suffered by females in every part of the world. In 1967 UN adopted CEDAW which was a convention on the elimination of all forms of discrimination against women. CEDAW's preamble postulates that women's discrimination still exists. Discrimination was defined by Article 1 of the convention as, "any distinction, exclusive or restriction made on the basis of sex which has the effect of impairing or nullifying the recognition, enjoyment or exercise, irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social and cultural spheres". The convention encompasses vital and very broad bill for women's human rights. On the same note Article 2 discourages the use of discrimination by urging governments and states to commit to the use of inclusive policies and actions so as to exclude segregation of women and encompass them in every level or sector. The CEDAW convention mentions that the main reason for focusing on the issue of women participation is to enhance development and allow them to exercise their human rights all in the aim of promoting equality.

Regionally ,SADC introduced the protocol on Gender and Development articles and protocols on the African Charter on women rights to promote women because from the ages of colonization women were subordinated and were not recognised. The issue of male dominance came in place and then it suddenly became the source of the problem which has then influenced the research.

Nationally Zimbabwe after independence recognized the importance of the contribution of both males and females in the development processes of every level or sector so as to guarantee sound development and the achievement of equal opportunity between males and females (Chabaya 2009). This was done through a gender management system. This system comprises of gender focal points, district and provincial gender councils. Its functions is to manage gender mainstreaming in every sector, advocating and lobbying for gender responsive lawful structures to promote decision-making positions and women in politics promoting an incorporated advance

in relation to the elimination of Gender based violence to enhance women participation. This led to the introduction of laws and a ministry that caters for women and assesses the impact of laws on men and women and advocates for pieces of legislation that recognizes women as equal partners in all spheres of life such as the Matrimonial Causes Act, Sexual Offenses Act, and Maternity Leave Act. Zimbabwe is a signatory to many International, Regional and National Conventions, Protocols and Declarations in a bid to promote gender equality and equity. The constitution also recognizes the need for equality between men and women cited on Section 17 of the Zimbabwean constitution. It also created a ministry that will cater for women known as the Ministry of Women Affairs. According to Dube (2011) the promotion of equal opportunities for everyone is an important and crucial right and it is also a source achieving economic and social outcomes as it leads to the prosperity of the economy , stimulation of production and the increase in growth however gender inequality is still a thorn in the flesh of every society . The participation of women therefore should not be on paper only but should also be put in practice. The research seeks to look at the position of women now after they have been recognized through various policies, protocols and conventions. The research seeks to answer the question, where then do women in Kwekwe stand in terms of leadership and decision making?

1.3 Statement of the problem

In Zimbabwe women have gained access to the workforce but only a few women have gained access to senior management or top management positions Makombe and Geroy (2009). It is suffice to note that a diminutive number of elite women in Africa have been able to acquire top management positions even in Zimbabwe. Female's admittance or access whether in legal profession, private sector, academia or public leadership remain incomplete all over the world. The research seeks to analyze Kwekwe's public sector women in participation, leadership and decision making. The analysis will bring out the pace of women recognition and self reliance.

1.4 Research Objectives

- i. Evaluate the position of females in leadership and decision making in the public sector of Kwekwe.
- ii. Examine challenges that women are facing in Kwekwe towards accelerating advancement of women into leadership and decision making positions in the public sector.

- iii. Determine perceptions of whether social constructions prevent women from entering management positions and cause lower progression rates for women in the public sector of Kwekwe.
- iv. Determine way forward in dealing with these challenges being faced by women in Kwekwe's public sector.

1.5 Research Questions

- i) What is the role of women in public sector of Kwekwe?
- ii) What kind of challenges being faced by women in attaining public participation and decision making in organizations in Kwekwe?
- iii) To what extent do social constructions affect the effectiveness of gender equality in Kwekwe?
- iv) What can be done by the government and society to address the different challenges women are facing in Kwekwe?

1.6 Justification of the Study

The research is important so as to recognize the advantages of woman's involvement in leadership and decision making and also look at the gaps that need to be addressed in the aim to promote women participation in the society of Kwekwe. The research will benefit women in recognizing their potential to lead and scholars in recognizing the need for women to participate towards the development of Kwekwe and the nation at large. It will help the society in promoting and accepting women participation as Fukuyama denotes that, countries need to consider women in policies and decision making to promote development.

1.7 Limitations

The researcher might find it difficult to get information from informants due to confidentiality in other organizations; and since the research is based on the public sector time might be unavailable due to the working environment; however I will sign non disclosure agreements and make appointments were necessary.

1.8 De-limitations

The focus of the study will be on women in the public sector, analyzing their participation in the sector both positive and negative and the challenges the women are facing. Focus will be on women in Kwekwe district.

1.9 Methodology

According to Kumar (2011) methodology is the systematic and theoretical analysis of the methods used in the field of study. It mainly contains the theoretical analysis of various methods that are linked to the study. Usually the analysis contains concepts like theoretical model, paradigm, qualitative or quantitative techniques and phases. The study adopted the mixed methodology approach because both of them are essential in assessing the participation of women in the public sector of Kwekwe and they both give a clear picture in understanding the issue under research. Onwugbuzie (2004) defines mixed methods research as the form of mixing or combining both qualitative and quantitative research techniques in one study. Using both qualitative and quantitative research helps in obtaining in depth understanding of the topic and evidence to confirm it since using either just one of them will not clearly bring justice to the research topic. The research questions were designed in the way that required qualitative responses. However some questions which were derived from the research demanded quantitative presentation and analysis therefore data collected will be presented pie chart form, tables and bar graphs. This is essential in understanding where women stand in terms of participation and decision making in all organizations of the public sector of Kwekwe district.

Research design

Churchill (1987) defines a research design is the tool of networking the collection of data that is used as a guide in collecting and analyzing data. The research design focuses the instruments that are going to be used, how these instruments are going to be used methods of data collection and the way in which collected information is presented, organized and analyzed. The research collected data using documentary research so as to get a better understanding of the subject matter, sampling, interviews and questioners which had their own benefits to the research. Therefore the research design's purpose is to make sure that the evidence acquired will help in

answering the original questions in chapter 1 as clearly as possible and bring light to the research topic.

Target population

According to Mac Namara (1999) target population refers to a certain set of units in which examination results are focused on pertaining to a particular criterion that the researcher has chosen to assist in finding the answers. It is a group of people the research may be focused on (Mac Namara 1999). Cox (2013) postulates that the target population explores the results of the units that the researcher is to simplify. Residents, lobby groups, ministerial organizations and other public service organizations in the district of Kwekwe were the target population of the research .The constituency has 14 wards with a population of 100 900.52 635 being women and 48 265 are men. Out of the 52 635 women focus will be on women working in the public sector so as to get relevant information on their participation in decision making roles.

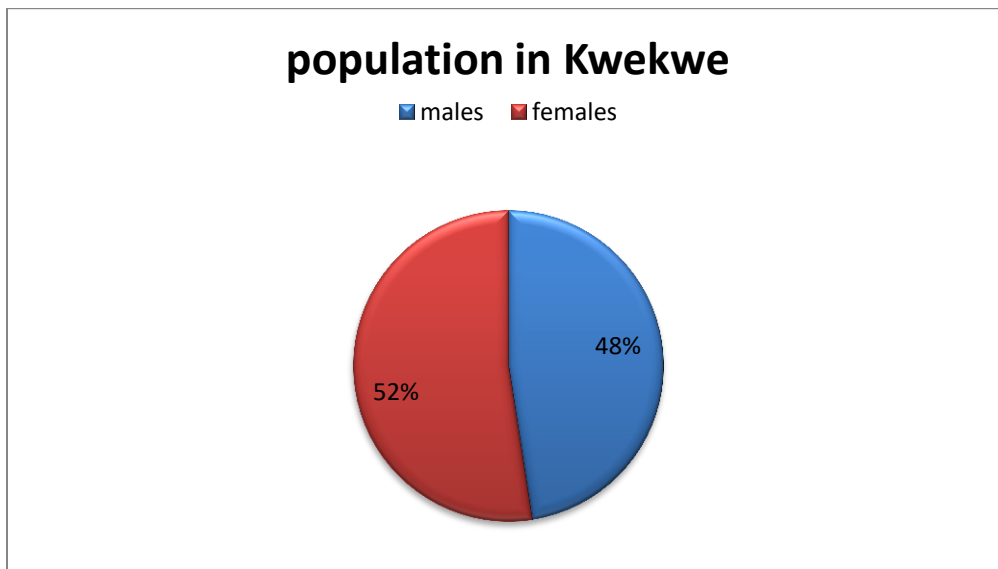


Fig 1.9 showing population of Kwekwe

Source: Women and Men in Zimbabwe report

Sampling

In qualitative research sample selection has an insightful effect on the eventual quality of the research. The researcher will use selective and purposeful sampling which is a focus on a particular group, location or subject. The research is directed to the Kwekwe district and only centered on the women in the public sector. This type of sampling was chosen because it will help managing time and focusing on the group under research so as to deeply explore the issues at hand. Schatzman & Strauss (1973) are of the view that selective sampling is a useful requirement that may be shaped by the time that is available to the researcher, his starting and developing interests, and his framework and by any restrictions placed upon his observations by his hosts'. The researcher will visit organizations like ministry of women affairs, district administrator's office and the ministry of education and get much needed information on women participation.

Interviews

According to Bryman (2001) interviews are discussions whereby the researcher asks questions face to face aiming to produce response in relation to the subject matter of their thinking. Interviews are going to be useful for the researcher in getting a clear view and assessment of the level of women participation in the Kwekwe district public sector. The main reason for using interviews is because they are mainly valuable in receiving the story behind a respondent's experiences. According to Mc Namara (1999) the person who interviews can follow in detail, information that surrounds the topic. Interviews may be helpful as follow-up to a certain issue, to questionnaires to further examine their responses. The researcher is going to use formal interviews where women already in management are going to be asked so as to get a clearer view of what they are actually going through as women in decision making while obtaining such high posts. The researcher will also interview those who aspire to become leaders and analyze the challenges they are facing and the citizens of Kwekwe so as to get their view on women's involvement. This is a great tool because they are done face to face so there is a high response rate, data collection is instant and they are also flexible as the researcher can add some issues within the discussion to really understand the interviewee.

Documentary Research

According to Bailey (2007) documentary research can be defined as the examination of documents containing information about the topic under study. This means the researcher will use information that was already published concerning the topic under study. Thus the research focused on journal articles, newspapers, books articles to mention a few. The use of documentary research will help in analyzing the growth or areas of concern about the research by looking at the background in the documents and how it evolved to become a matter of concern.

Questionnaires

This is a means that is used for collecting data by asking questions in a chronological manner relating to a specific area of concern which in this case is the assessment of women participation in leadership. The questionnaire is chronologically arranged with a subject providing exact indication to understandable instructions to follow and provided space to fill in the answers to certain questions and a space to fill organizational details essential for the research. The researcher used questionnaires that required face to face. A questionnaire can be defined as a method of data collection that consists of a series of questions of statements to which individuals are asked to respond (Turney and Robb 1971 and Carman 2004). Kumar (2011) further explains that in a questionnaire participants read the question and deduce it and write down their response. Questionnaires were handed to all public organizations in Kwekwe so that the research gets everything on the topic which will be valuable when assessing the findings. The questionnaires were used because they give room to independent thinking, it is fast and respondents are free to answer the questions hence it was a useful tool to use to get information needed for the research.

1.10 Ethical Consideration

Ethics in research are purposely concerned with the scrutiny of moral issues that are raised when people participate in research (Kumar 2011). The research followed various principles which included the principle of autonomy. According to Rainbow (2002) this principle is of the view that individuals have the control over their lives and decisions. Therefore the research gave the respondents' time to answer their own way without confusing them or forcing them in any way and they also participated willingly. Confidentiality is another principle of great importance

especially in the public sector the researcher signed non disclosure agreements. The researcher also protected the privacy of the participants.

Organization of the study

Chapter 1 comprises of the introduction, background of the study, statement of the problem, significance of the study, research questions and objectives, methodology and ethical considerations. Chapter 2 is made up of the literature review and theoretical framework. Chapter 3 is the presentation of findings while Chapter 4 is the concluding chapter of this study.

This chapter looked at the background of the study, discussed research objectives and questions, methods of data collection and also outlined the significance of the study the limitations and delimitations of the study with consideration to ethical behavior.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

According to St Mary's University (2010) literature review can be defined as a way collecting data through surveys, observations and conversations that are connected to a certain thought in an area of study .It is also defined as the method that is composed of analysis, assessing as well as giving a synopsis of academic materials concerning a certain subject(Nardquist 2010).The population of women in Zimbabwe is greater as compared to the male though one notices that women are not dominant in the decision and leadership roles of the public sector. The lack of women participation leads to the question: Where then are the women? There are various challenges that prohibit the women in obtaining these leading roles .The below will look at the roles of women in Kwekwe and the challenges they are facing in becoming leaders and decision makers .The research will look at the literature on women mentioning the supporters and critics of engaging women in male dominated roles .Theoretical framework will be looked at in this chapter looking at the various theories that affect the study.

2.2 Conceptual definition of terms

Women participation has been a subject of concern during the past years up to date. A woman is a female human being who is different from a girl (Oxford dictionary).Thokozane Khupe(2005) defines a woman as a worker, organizer, manager, adviser and nation builder . Participation is interpreted as contributing in put into operation, moulding and assessing programmes and sharing their benefits (Oakley 1989).Woman participation in the public sector has various reactions in today's world. The public sector is the piece found in the economic system of any country that is under the state, nation, province and local administration and these include government institutions and schools to mention a few .Leadership is the ability of an individual to influence and guide followers or other members of an organization (Klein 1991).According to Growe and Montgomery (2000)people who are called leaders provide ideas to the institution and visions that also help the organizations to become fruitful. Whereas the process of decision making is the identification of a certain issue, assessing possible solutions and gathering of information necessary to address it (Peters 2000).Women participation in the public sector

leadership and decision making has been a subject of debate in the past years as women have been struggling to obtain senior positions in the public sector of Kwekwe.

2.3 Why should women participate in leadership and decision making?

According to the law everyone is entitled and justified when it comes to participating and deciding on issues that make up their lives. In Zimbabwe section 17 of the constitution recognizes the right for everyone to participate which includes both males and females. This human right is universal and it argues that women should be included in both public and private sectors meaning they can also lead and make decisions. According to Graff (2003), it is clear to see that if females accept their human rights which are universal in every aspect they too have to act on it so as to achieve these goals. This means women have to do their part as well to participate in the society. The general expansion of any nation or state relies on the highest use of its citizens which means both males and females. They both have to work together and participate in the development of the nation equally. For the world to increase in both production and resources both males and females should partake hence it is essential to know that they are also important and should not be undermined.

2.4 The nexus between democracy and women participation

Democracy and the inclusion of women in the society and the nation at large are connected. States that have a legitimate democratic system values female representation in every organization and practice. Authentic democratic systems see to it that men and women are given the same chances and they participate equally as well. The rule of law is also important as it makes sure that there is no discrimination in the application of laws that affect its citizens. Democracy promotes the participation of women since it encourages the freedom of association and participation. It is clear to note that if democratic states are to endure they have to accept both males and females in their institutions of the society. SADC and WIDSA (2008) postulate that, it is one of the basic principles of democratic states to provide cooperative association linking males and females in various issues as well as state legislation is very important in obtaining the interests and concerns of women.

2.5 Role of women in the society of Kwekwe

Kwekwe is a city in central Zimbabwe. It is located in the Kwekwe district in the Midlands province of Zimbabwe. It is in the centre of the country roughly equidistant from Harare to the

northeast and Bulawayo to the southwest. Women's role in society today is very crucial. Women have been marginalized over the past years and have been known as housewives and child bearing machines. They have suffered sexual abuses and harassment and have been the ones that are mostly suffering from the HIV/AIDS pandemic. At home, in the family females still care and provide for the young infants and children and it is also diversified into other duties which include working in the public sector. Dube (2011) defines the public sector and also called the state as the part of the economy composed of public services and public enterprises Public services include public goods and governmental services. Women are getting access to employment and also get paid like everyone else they also get wealth through salary, investments as well as profits made due to the creation of their own businesses thereby emancipating the kitchen table tycoons. Many women are now teachers, nurses, bankers and some even owning political positions and male dominated jobs while being a single women and breadwinner. However women are still facing challenges in obtaining or maintaining senior positions because only a few are recognized at the top and they still remain under represented though they are now recognized in the society.

2.6 Factors affecting the participation of women in leadership and decision making in Kwekwe

There are various issues that affect women in Zimbabwe to climb up the social ladder.(Maseko 2013) postulate that women remain under represented in positions of authority and leadership due to many issues. These issues can be categorized into social, cultural, economic and political issues. Culture is one of the reasons behind women segregation. Culture is a wide term that is referred to the 'traditions, foundations as well accomplishments of a certain state, individual or grouping' (South African Concise Oxford Dictionary 2002). Klein (1989) is of the view that, 'the African custom is very strong and it even surpasses the rules in a country or even religious conviction. During the years, customs in Africa have been integrated even in their religious practices and eventually they are now believed by their practitioners to be demanded by their adopted gods, whoever they may be...'.Culture has shorn of women access to leadership roles through patriarchy.Patriachy is a system that was adopted many years ago whereby males dominate in every social aspect and women remain marginalized obtaining weak positions. Patriarchy transforms males and females into men and women and build the chain of command in gender where the males gain more advantage as compared to females (Eisenstein 1984) .They

further state that this social system has managed to continue to exist for so long because its chief psychological weapon is its universality as well as its durability (Charvet 1982). It denotes that males are the leaders and women are there to follow men thereby limiting the potential of women to prosper or participate. In the case of Japan patriarchy has become as intense as it barely recognizes the involvement of females in state-owned institutions.

Religion also contributes as another obstacle to women advancement (Raday 2003). The scholar recognized that there was a clash which exists among religion, culture and gender hence equal opportunities has developed major concerns on the international agenda. Religion holds Zimbabwe's social fabric together. For example Christianity has been used as a means to exploit women as well as oppress them (Kambarami 2006). Although there are other religions like Islam, Christianity is most dominant although there is no exemption with regards to continuation of patriarchy (Raday 2003). It is Christianity that has strengthened patriarchal attitudes, beliefs and practices which are being used by men to control women. The view that Eve was created from the rib of Adam is interpreted to suggest that women are dependent on men and they need regular supervision in case they make a mistake [(Townsend (2008), Kambarami (2006) and Raday (2003)]. To add on Mugabe and Maposa (2013) also argue that men and some women accept the domination of men over women using the biblical story of creation. With this line of thinking it becomes a challenge to women for them to obtain positions of power yet the majority of the populations in Zimbabwe are Christians. Suppression of women begins with the church because some women cannot even speak in public therefore lack of confidence will surely arise in most cases. Women then fear reaction from people if they actually do participate in the public sector.

The family is the main brewery in the socialization of the youthful leading them to acknowledge gender differences. In the Shona culture, the socialization process starts at a tender age distinguishing the boy child from a girl child. This type of socialization has led to the troubles being faced by women now as women are seen as baby bearing machines and not human beings who are actually similar to any male (Charvet 1982). The case of India can clearly show the domination of patriarchy as 68% of women in the second largest nation suffer from some sort of domestic violence. There has been an attempt to deject the birth of female infants and 300-600 thousand pregnancies containing feminine embryos have been aborted every year.

Patriarchy has infiltrated the social life through religion, family and even education. The access to education is supposed to liberate females from the chains of patriarchy but after major assessment of educated women by Chirimuuta (2006) it shows that the access to education does not set free women from male dominance. This is so because even after education women still submit to the African culture so that they will not be deemed unfit for marriage. In Shona culture marriage is conceived to be special therefore women fear rejection by potential partners. Moreover parents want to see their daughters getting married to the extent of going to traditional healers or prophets if one reaches a marriageable age and is still not married. Education therefore does not pass in emancipating the female from the shackles of patriarchy.

Gender bias is another issue that has led to lack of women participation in the public sector. Gender bias refers to the trend of favoring females or males on the basis of gender rather than any other particular attributes (Mudeka 2014). In a study by Grant Thornton (2015) gender bias was cited by 41% of African women in their study who felt that their working environment was disconfirming and was characteristic of stealthy gender bias. The women mentioned the type of questions that they were asked in the staffing processes as having covert overtones of gender bias. Some of them also mentioned that often in meetings, their male workmates got better response after repeating the same points or arguments they would have raised or mentioned earlier; suggesting that these societies are macho-dominated and they do not see the significance of female leadership or opinions in any case.

Moreover women are judged at the workplace. This places the women in a no-win situation. A good manager or decision maker is expected to be decisive, articulate and clear about their goals and objectives. However it becomes difficult as women are supposed to be submissive and generally women are seen as weak and therefore incapable of leading an organization. The lack of moral support from the male and female workmates in terms of leadership has led women to submit themselves to lower levels in the workplace even in the case that there are qualified and suit for the job description. Women are also considered to be emotional therefore they react differently to situations as men tend to react by acting on the issue at hand while females usually react by their emotions as postulated by (Gur 2002). Research has shown that most females have to work twice as hard in order to be noticed as potentially equal to males (Lyness

and Heilman 2006). Therefore this gender bias has created limited space for growth of women into leadership positions.

Most men have been reported that they tend to get schizophrenic and depressed when women become successful leaders according to Swata and Sheila in Mposa and Mugabe (2013). Unlike women, male figures always consider themselves as more superior than other co workers Eagly (2003) hence they do not find it difficult to dominate and participate more. Most men are of the view that women are not skilled enough for leadership and they also lack confidence therefore they are not effective. In a situation whereby the behavior anticipated is constantly dominated by male figures female's certain message can be negatively understood. Men who have access to influential positions and top management positions are likely to support more men especially when their views are the same as theirs Vianon and Fischer (2002) therefore females cannot climb any social ladder when such an environment is created.

Social issues that affect women include the burden of reproductive and productive responsibilities in the home Auletta (2011) which is also called the double burden syndrome. Women carry out many duties which include child bearing; chores and business (McKinsey 2007). It is hard for females to take part in top roles because of the inadequate time accessible to them. Therefore they find it hard to obtain senior positions due to the pressure they have and so they do not climb the ladder and remain in lower and middle positions that do not take up most of their time or energy. When women become a formal leader, as a career they will face many problems either in their career or household as they have to consult their husbands first before making the decision of taking the job and even if they do take the job the fear of losing their spouses due to lack of attention as they have workloads to attend to even at home affects their participation (Wellington, Kropg and Gerkovich 2003). This has made women to question the need to obtain leadership and decision making roles though political thinkers like Thokozane Khupe once said, "women can do it and will always do it".

Furthermore females do not proceed in climbing the social ladder of attaining influential positions in the society or making contributions in making decisions in the public sector due to the rise of child marriages in Kwekwe. Women are not receiving education due to child marriages and in Zimbabwe the level of enrollment into schools declines yearly with the level of education (Chirimuuta 2006). This as a result leads to less females making it into the Kwekwe

public sector as it loses its leaders of tomorrow everyday due to early child marriages .The world has a total of 800 million illiterate people, out of those people two thirds of the population are women. This is a clear indication that females are being neglected. This system of early child marriages is destroying the lives of young females as it also affects the health of female adults and increases the rate of the HIV/AIDS pandemic. Religion has been the major cause of early child marriage in Kwekwe.The issue of early child marriages is similar to the case of Yemen a small Middle Eastern nation .It was ranked as the worst country for women out of 136 countries that were listed by the World Economic Forum's annual gap report (WEF). This is so because females are married even before they are 18 years old as access to education is limited, this leaves the female literacy rate at 35%.These statistics continue to hurt even in the later life. In as much as it is a national problem lack of women participation is also affecting the world globally hence becoming a subject of concern that seriously needs to be adhered to.

2.7 Women in politics

The inclusion of women in the society has been a subject of debate and it dates back to the times of Mary Wollstonecraft who advocated for women's rights. The modern political thinkers such as Karl Marx, John Stuart Mills with his book the *subjection of women* where he advocated for women emancipation to mention a few also talked about the inclusion of women in the society.

Gender Quotas

Gender quotas came into view as an international reaction to address the segregation of females from politics .Over the past years gender quotas have been implemented in countries either voluntarily or through legislation. This system is effective and useful in addressing women's exclusion and making sure they are recognized in the formal structure of politics. Rai (2005) is of the view that gender quotas are essential so as to address the segregation of females from politics .Therefore the quota system together with involvement of women produces great results.

The nature of politics is of great importance in terms of including participation of women in politics. The participation of women in the political sphere has always faced an uphill struggle. Laswell (1936) defines politics as who gets what when and how. Prior the 19th century women did not exist in politics however 96% of the countries had accepted women's right to vote by 1994 .Rwanda is reported to be the only single nation to exceed 50% score with 56.3% females

currently in the parliament followed by South Africa with 45%. Political participation has not grown in female leadership in politics and business.

Politics is generally a male dominated arena which is one of the reasons why women do not partake in it though schools of thought like Fulton (2012) say female candidates are as qualified as the male counterparts. Less than 19% of the legislators in the world today are women usually women are brought into the picture as wives or mothers. The roots of gender inequality are found in a country's power structure. A nation's level of democratization determines the fate of women participation. A government that has separation of power creates room for the populace to be involved in the government process. In Zimbabwe there is a feminist organization called Women In Politics Support Unit (WIPSU) whose vision includes the creation of a culture where females exercise as well as benefit from their rights as women and contribute equally in every political process and their mission is to promote efficient involvement of females in every political organization. Therefore efforts to promote women participation are in motion.

According to Chirimuuta (2006) the patriarchal and violent nature of politics in Zimbabwe results in fewer women standing for political office. According to Wolf (1969) violence can be defined as the unlawful as well as illegal use of hostile means to have an effect on the judgment of people that is not in favor of their needs. This has made women who are cable to lead to become observers in the political world of the day. Political violence cases are mentioned almost every time. The results that were released by ZESN in 2011 is an indication of the effect of violence as women withdrew from elections due to political violence. The 21st century has seen more involvement of women in politics in Zimbabwe as they are also competing for leadership roles. In Kwekwe women are participating in politics though they are few as they are campaigning for being members of parliaments and even councilors.

In Zimbabwe's public sector 33% of females occupy ministerial posts there are more males than females occupying ministerial positions. Politics on itself is a very dirty match that needs strong persona which a minimum number of females have. Many people critic the participation of women in politics. Women have been kept back or not given opportunities in terms of political participation. Various schools of thought especially ancient philosophers did not accept that females should be in politics and these included Plato, Rosseau, Hobbes, Aristotle and John Locke. These philosophers were of the view that female roles were in the kitchen. Plato said that

disorder and confusion comes from women while Napoleon postulated that it was a waste of time to educate women for their place is in the kitchen.

Female leadership in Zimbabwe can be controversial following the Grace Mugabe incident; the dislike for Robert Mugabe's wife was a big factor in the Zimbabwean president's downfall. Margret Dongo a former member of parliament for the ruling party ZANU PF said Grace Mugabe has given men a platform to challenge women's leadership she went on to say ,”now they can say every women is like that”. The case of Grace Mugabe grabbed a lot of attention in the world and led to the change of leadership in Zimbabwe and the segregation of the ruling party. In addition with the new government that came in the ministries in Zimbabwe were reduced to 15 therefore the stakes are high and the domination of men remains an issue of concern because chances of women entering into these positions of power are becoming slim. Therefore the participation of women in politics might face a lot of negative reactions in the elections to come for Kwekwe district and the nation at large as there are a number of women who are aspiring to become leaders.

2.8 Women in education

Women recognition in the public sector has led to participation of women in leadership in the educational sphere. Females remain clustered in middle management positions. Sridhara (2009) is of the view that in India women are still marginalized and not acknowledged in the affairs of the state. The Indian constitution for example assures equal opportunity to every woman. It gives even equal participation to both males and females in politics. The actual participation however in various institutions does not reflect the equality on paper which proves the issue that nowadays there are constitutions but there is no constitutionalism. Elms (2002) cited that the most common causes for lack of equal representation in schools for administration is gender stereotyping. Mitroussi (2009) postulates that study on female leadership reveal that few women reach the top rank positions in leadership. He went on to say women are not only underrepresented in positions but are also undermined. This means many of them may occupy positions of teachers and very few become administrators, heads or professors which also means there is difference in salaries. Madziyire and Mapolisa (2012) postulate that women in Zimbabwe are underrepresented in jobs of authority and decision making responsibilities.

2.9 Women in business

The 2008 Global Political Agreement (GPA) identifies the validity of females towards nation building in Zimbabwe yet they are actually subordinated and very few have positions of major significance. With the great population of women, they should be running business at managerial positions in Zimbabwe but however men seem to cover the business sector as well. Makombe and Geroy (2009) postulate that while women in Zimbabwe have gained access to the workforce a small number of women have access to management positions in the organizations. Women remain at secretarial positions which is a matter of concern. Maseko and Madziyira (2012) are of the view that women are taking part and participating in less challenging positions in terms of management and decision making. The participation of women is not just a cry for social equity but however it can be viewed as a serious notion or view and also as a way forward for women to pass their grievances. One of the problems for many females in business is the so called “glass ceiling” cause. This is a situation whereby women are not given opportunities or chances within the workplace thereby prohibiting them from obtaining higher levels in business. The research seeks to assess the major reasons and list the main cause for few women participating in the public sector. Various challenges have been listed but the research seeks to find the most prominent reason making women maintain less demanding positions and remain observers of development.

2.10 Theoretical framework

A theory is a systematic, analytic approach to every day experience. The feminist hypothesis brings the light to the societal problems, tendencies and topics which are frequently disregarded or not recognized by the overriding male standpoint within social theory (Nardquist 2010). The theory recognizes the fundamental reasons for female’s discrimination. Rosmaire Tong (1996) is of the view that feminism tries to explain female’s subjugation the causes and effects and also to fix them by looking for an approach for the freedom of females. The purpose of the feminist theory according to Flax (1992) is to get an understanding of the supremacy differences between males and females.

Liberal feminists argue that females have the same capacity as men which helps in the research as the thrust of the research will use this theory in explaining the need for woman participation in decision making. The radical feminists clearly show the influence of culture in prohibiting

participation of women. They argue that women are not acknowledged in the society that is dominated by male perspective though there are positive issues that come with their involvement. They also view that the patriarchal system can be overthrown once women are aware of their potential. This is supported by feminists like Karl Marx and Friedrich Engels who encouraged women and supported their emancipation which led to the recognition of the rights of women and the creation of institutions that promote equality. Therefore the research will use the feminist approach for the research so as to clearly understand the importance of women and evaluate the challenges they face in Kwekwe and later providing recommendations.

Theory of social justice

Justice can be defined as the distribution of wealth, opportunities and privileges within a society (Fulton 2006). This theory was propounded by John Rawls who is regarded as an important or crucial political philosopher who greatly influenced the second half of the 20th century. He introduced this theory to promote equality which goes hand in hand with justice which was crucial for the modern world. The theory is of great importance especially in societies where there is injustice. Rawls mentioned various liberties that need to be present in order for one to clearly say there is justice. These included the rule of law, human rights protection which included all human rights. The rights of women in participation are inclusive in this theory hence it is essential to use this theory as it calls for social justice which means women will be emancipated. The rights of people both male and female will mean that women get access to top roles in every sector in the state and they also get the chance to make decisions hence the validity of the theory to this field of study. This theory was necessary in justifying the importance of including women in the society.

Theory of economic modernity

This theory emphasizes and focuses on economic development. It aims at focusing on democracy and equal participation as postulated by Lipset (1959) and Rostow (1960). Furthermore the theory mentions that economic development depends on maximum utilization of both males and females within a society. The lack of development in most countries is because they still hold on to tried and tested systems and are reluctant to change as they do not allow maximum access of women to leading roles. Women need knowledge and skills to enhance development. The

knowledge and skills to do so are important therefore women are also supposed to obtain the knowledge and skills essential for the economic development. According to Rostow (1960) economic advancement can be obtained through education first, which in turn opens the doors to females for qualified advancement, thereby creating a great population of women to be eligible for power positions. Economic power is the only power that decides one's ability to participate politically thus women has to be empowered economically so that they attain positions of influence. This theory is essential in producing the link between development and inclusion of women in all sectors of Kwekwe.

The chapter has discussed why it is important to include women indecision making and leadership and the role of women in the society of Kwekwe.It has also highlighted the challenges women are facing in attaining leadership roles in Kwekwe and also looked at women in different sectors of development. The next chapter focuses on methodology.

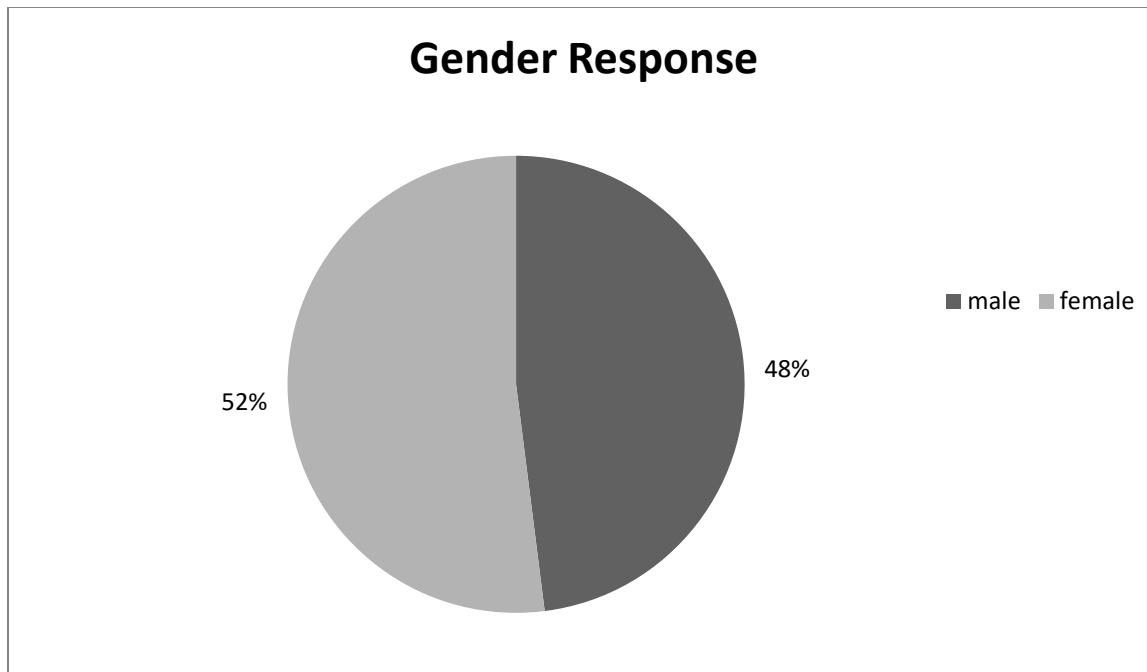
CHAPTER 3

DATA PRESENTATION AND ANALYSIS

Data analysis is the methodical formation and the combination of the information under study Polit and Hungler (1997).The chapter will focus on data presentation, description and analysis of the research findings. The intention of the research was to analyze and evaluate women participation in the public sector leadership and decision making in Kwekwe thus qualitative data was obtained by means of in depth interviews with women that held leadership posts and other lower level women .Interviews were also broad and not limited to women as men who obtained leadership roles were also asked so as to get a broader perspective on women participation. The data collected in the course of the study is going to be presented as well as analyzed .Presentations will be in form of tables, graphs and pie charts for questionnaires while some information will be explained since this research used both qualitative and quantitative methods.

3.1 Respondents

The questionnaire respondents included 4 employees of the Ministry of Women and Youth Affairs, 20 employees from the city of Kwekwe civic centre, 2 members from the Zanu PF political party, and 4 business women. The interviews were conducted as per appointment and these were conducted with members of the Ministry of Education which included both males and females and citizens of the city of Kwekwe.The research revealed that out of 80 questionnaires that were delivered to people to get information only 50 were answered .Out of those 50 respondents 24 were male and 26 were female .Information was collected through selective and purposeful sampling methods. The pie chart below shows the gender response in percentages of the respondents clarifying that females were highly targeted since the research topic mainly focuses on them and affects them and the other percentage needed male perspective so that there will not be biased information .



3.1 Percentage of respondents by gender *Source: Primary source*

3.2 Response rate

Response rate for citizens, civic centre of Kwekwe employees, Ministry of women Affairs, Zanu Pf headquarters and the Ministry of Education was 62% due to the fact that out of 80 questionnaires that were distributed only 50 were answered.

Group that was targeted	Questionnaires distributed	Questionnaires answered	Percentage % of the response rate
Citizens	52	22	42
Civic centre employees	20	18	90
Ministry of women affairs	4	4	100
Ministry of Education	2	2	100
Zanu pf headquarters	2	2	100
Total	80	50	62

Source: primary data

3.3 People’s perceptions towards women obtaining leadership roles

Many people were asked how they feel about women obtaining positions of power in the society and various issues were mentioned. Most of the people were of the view that it is essential and good for women to obtain leadership roles in the society. Many respondents mentioned that women are innovative and could be great leaders. Respondents mentioned that if women become leaders they can attend to other women’s needs unlike men who might not realize what the opposite sex might need and they also mentioned that women are not lazy and they can lead to development and advancement of Kwekwe as a district. 65 % of women went on to support women participation even in politics as they are also human beings therefore it is their right to exercise these freedoms given to them by the constitution of Zimbabwe. Some were of the view that women occupy the largest percentage in terms of population so they should be leading instead. However 75% of men were opposing the view of women leading as they said, “women should be continue maintaining the parent role they were given by God”. They went on to say if business takes their time they end up forgetting or taking their wife and motherly duties for granted therefore they should let men lead. Other women supported men as they postulated that women are selfish and their behavior is always changing as they tend to put emotions in every situations therefore they cannot be leaders because leaders are not emotional or weak.

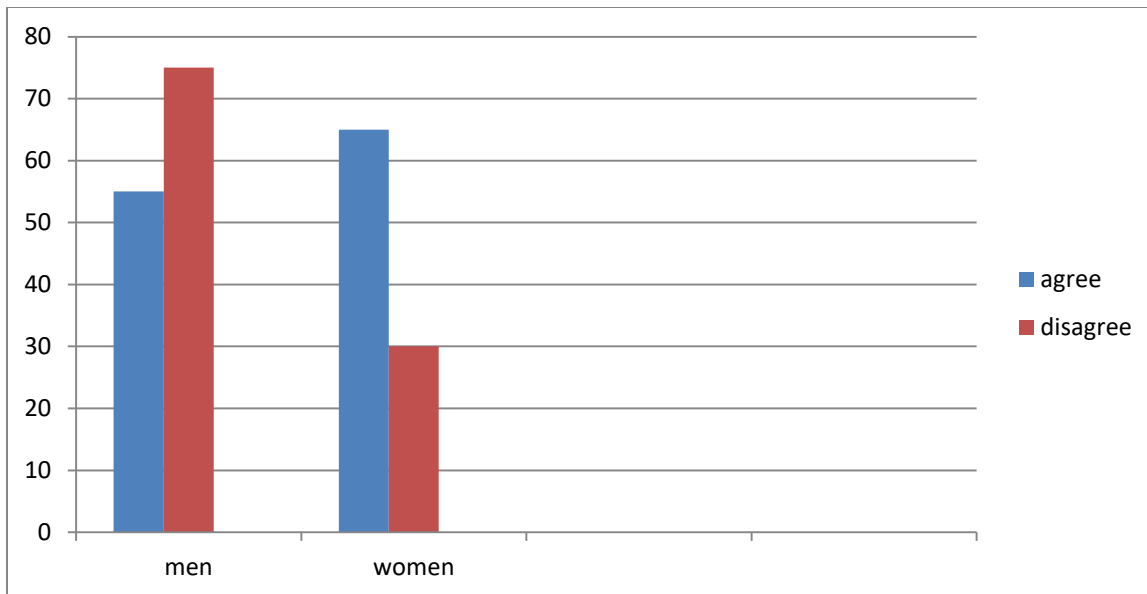


Fig 3.3: Percentage of people’s perceptions towards women and obtaining leadership roles

Source: Primary source

3.4 Position of females in leadership and decision making in the public sector of Kwekwe

The position of women in the public sector leadership has been an issue of concern in the past years. Women have been subordinated since the beginning of time and very few make it in leadership levels. The research identified that few women in Kwekwe have made it to the top as far as decision making and leadership is concerned. Areas of influence are dominated by men and women are there occupying lower positions of vice or secretaries. Research showed that most of the soft departments are dominated by the female while hard departments are mostly dominated by men. A large number of respondents mentioned that few women are getting influential positions in Kwekwe.

The lack of female appreciation in the public sector has created a gap in terms of female representation. The findings showed that women are not being accorded same opportunities as men and somehow they are not participating as much as men. The position of women in leadership does not go hand in hand with their population because there are many women in Kwekwe as compared to men so it is surprising to notice their minimal participation in the district of Kwekwe. Thus women are taking part in positions that have minimum or no impact which is the observing role and clearly not the top role. The diagrams below will illustrate the position of women in leadership and decision making in Kwekwe.

Women in Business

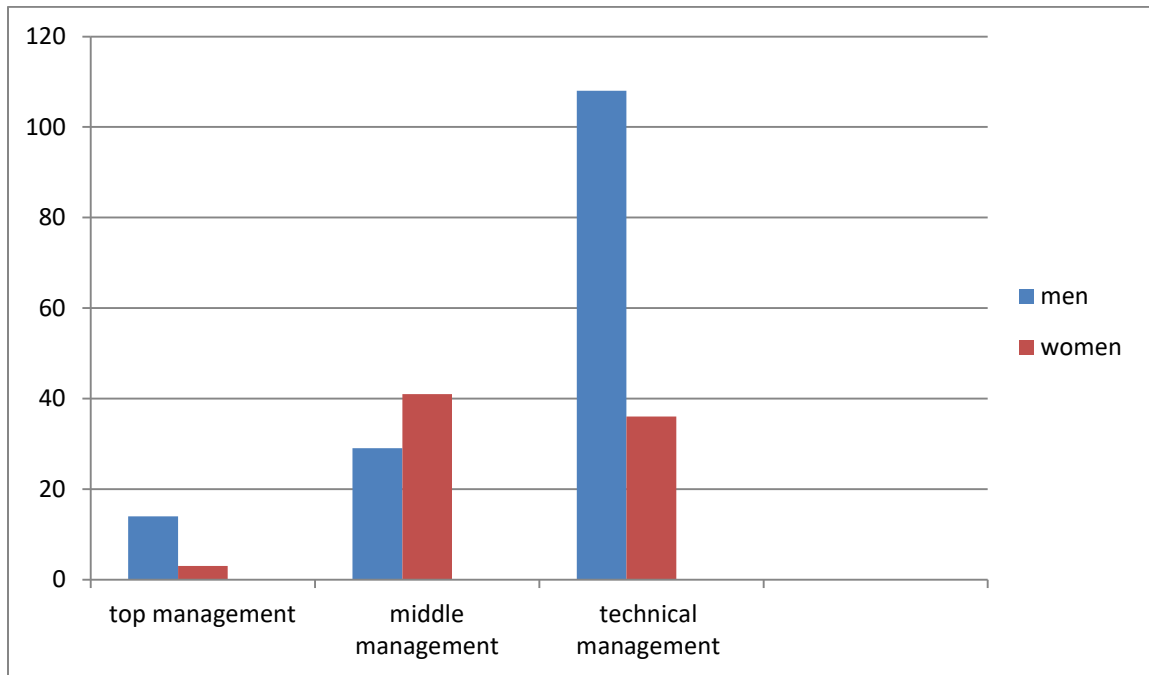


Fig 3.4 illustrating the number of women compared to men in business

Source: Primary source

The diagram above illustrates the position of women in business. Women that have obtained top management positions in Kwekwe are only 3, middle management has 40 women and the technical management has 36 women which is a clear indication that women are not participating or getting leadership positions. The level of women participation is very low in the business sector. The research has brought out the view that men are threatened by women who take up leadership roles and they look for means to throw them off the ladder. Respondents have mentioned that females are facing problems in attaining leadership positions as females are suffering from sexual harassment and gender stereotyping from their male peers forcing them to remain spectators in the middle management where they are greatly populated. Therefore the workshop environment is holding women back.

Women in politics

Research has shown that participation of women in politics is minimal and very few have been able to partake in it since it is considered to be a dirty game. There are a limited number of women in politics which include influential women like Cde Zhou, Cde Masvingise, Cde Chimudzeka and Cde Mazvovere. Research has shown that women have a limited participation rate in politics to the extent that there are no female Members of Parliament in Kwekwe. Out of 33 councillors there are only 3 women in Kwekwe urban and 2 in Kwekwe rural. Information on senators was hard to find.

Women in politics diagram

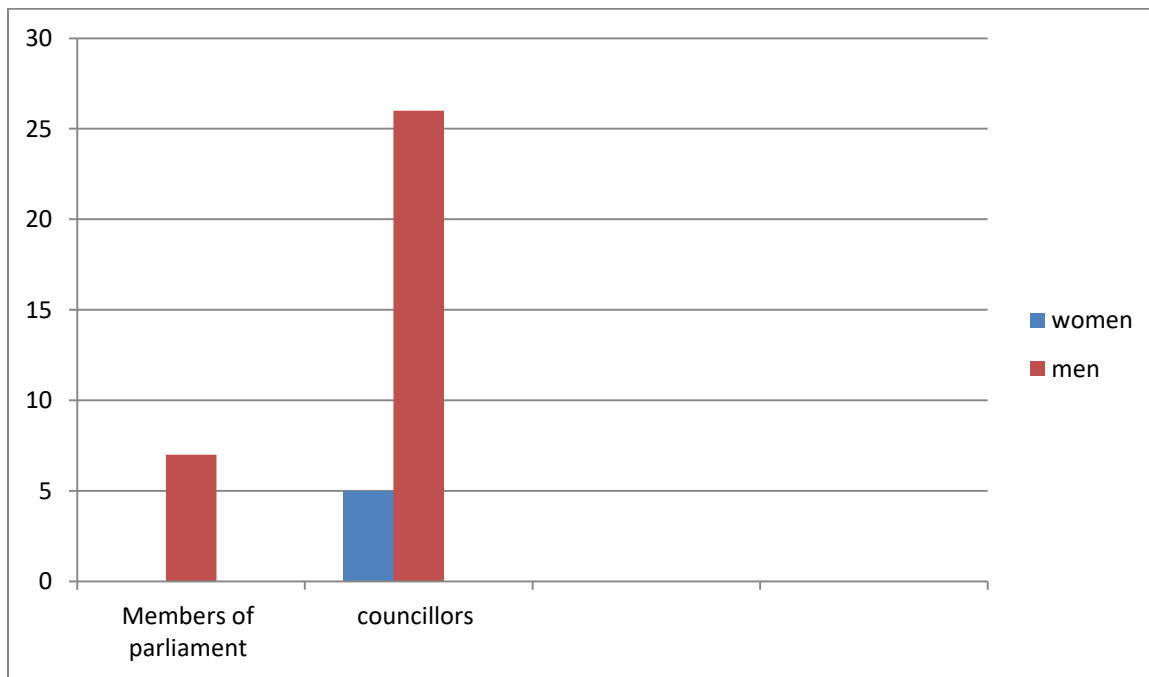


Fig 3.5 showing the level of women participation in politics leadership and decision making

Most respondents mentioned that participating in politics is considered to be unethical for women as it goes against the tradition of accepting male dominance. Respondents went on to say that women fear participating in politics because women are more susceptible to threats, suppression and disrespect which makes it hard for them to participate in top levels in politics.

Women in education

.In the educational sector women are occupying leadership roles though to a lesser extent if one compares them to men. Respondents mentioned that many women fear being leaders and are afraid of the increase in work load therefore men end up taking up the job opportunities. In Kwekwe the research showed that out of 55 secondary schools in the district only 8 females have acquired leadership roles of heading the schools while 47 males are headmasters. The difference in gender shows that women are not getting the opportunities even in the educational sector. The employment rate has many women being given the opportunities to become teachers yet very few are recognized at the top level .For example in secondary schools 505 women are employed in the educational sector and 421 men. However men dominate in leadership positions yet women are remaining subordinated.In the primary level out of 135 primary schools, 37 females have occupied leadership positions and 98 males are heads of schools. The graph below will clearly show the desegregate data

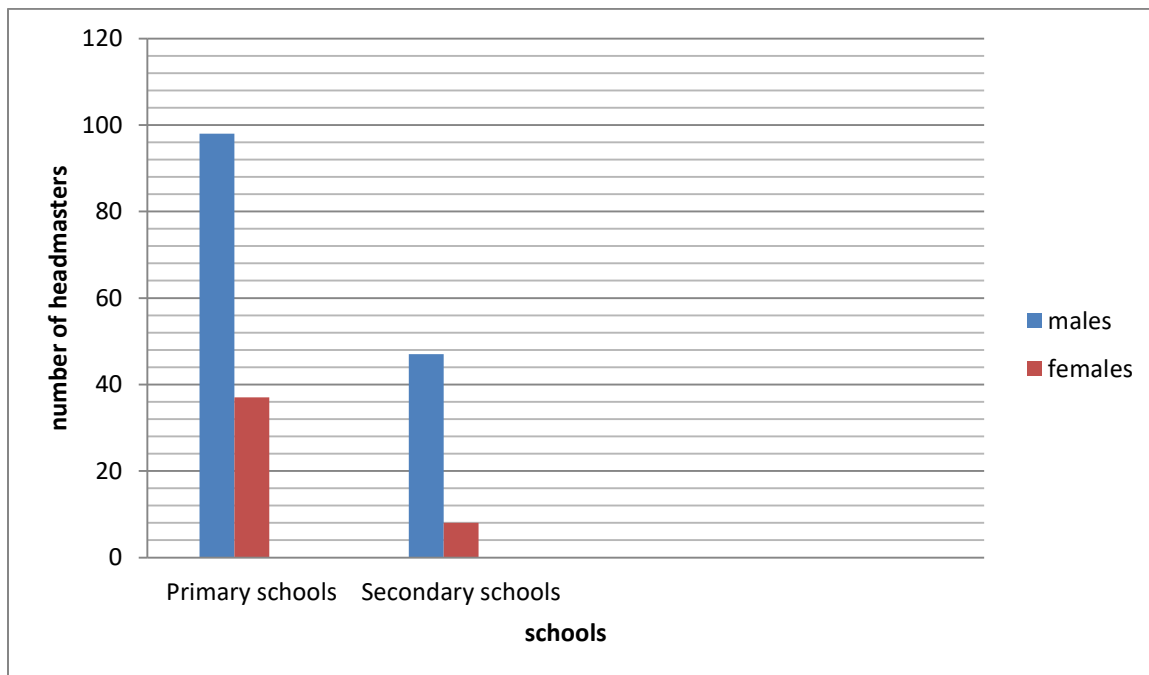


Fig3.6 showing segregated data of the position of women and men in the educational sector leadership

Source: Ministry of Primary and Secondary Education Kwekwe district

Table3.7 Summary of Female Representation across departments in Kwekwe

Department	Number of men	Number of women
Councilors	26	5
Members of Parliament	7	0
Heads of Primary Schools	98	37
Heads of Secondary Schools	47	8
Top management in Business	14	3
Total	192	53

Source: Primary source

3.8 Challenges women are facing in accelerating advancement into leadership and decision making of Kwekwe

Research has found diverse issues which are limiting advancement of females into leadership and they vary from one person to the next. The data findings have proved that patriarchy is one of the causes for lack of participation in leadership roles by women. The African culture has entrenched the inability of women to become prominent leaders which a great challenge. It has created standards in families that are supposed to be followed and formed obstacles for several females to participate actively in the politics of the day since some societies like Muslim women who are prohibited to vote or run for any spot of influence .Most women in education responded to the issue of discussing matters with their husbands. Respondents postulated that if their husbands deny their letters to be transferred or promoted they also have to turn down the offer because their husbands do not agree to it .It revealed that to them ,marriage comes first before advancement or business therefore the district ends up having few women partaking in leadership roles. Out of the respondents asked 44% mentioned patriarchy as a barrier to the participation of women in leadership roles hence there is the application of the feminist theory in emancipating the women of today. However 56% of both men and women denied that patriarchy was the cause for women to become benchwarmers in the participation of leadership and decision making.

Table 3.9: Table below shows the percentage of women and men’s perceptions on patriarchy as the cause of lack of women participation

Group	Agreed	Disagreed
Men	8%	46%
Female	36%	10%

Source: Primary source

Male respondents were asked how they viewed the issue of women going to work and earning a living .Most men were against the view of women working in the first place because women would neglect their job at home and will suddenly become disrespectful. Another respondent mentioned that he earns a lot of money from his job therefore he sees no need for his wife to go to work.60% of the respondents disagreed to the view of women getting employed while 40% of the men saw that it was a great idea for women to get employed for their own emancipation. They also mentioned that even at home the burden would be easier with both parents earning a living to fend for their children and extended family.

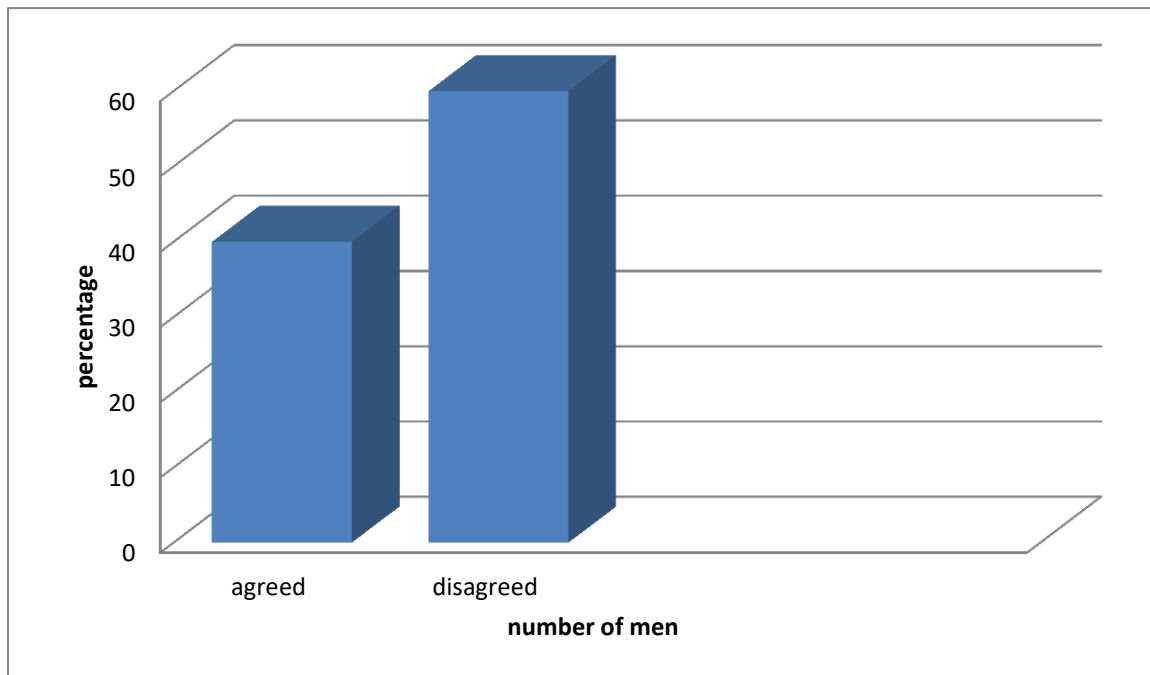


Fig 3.10 showing the percentage of men’s views on whether women should be employed

Soure: Primary source

The graph clearly shows how patriarchy has influenced people's perceptions towards women as most of the men do not accept the view of women being employed.

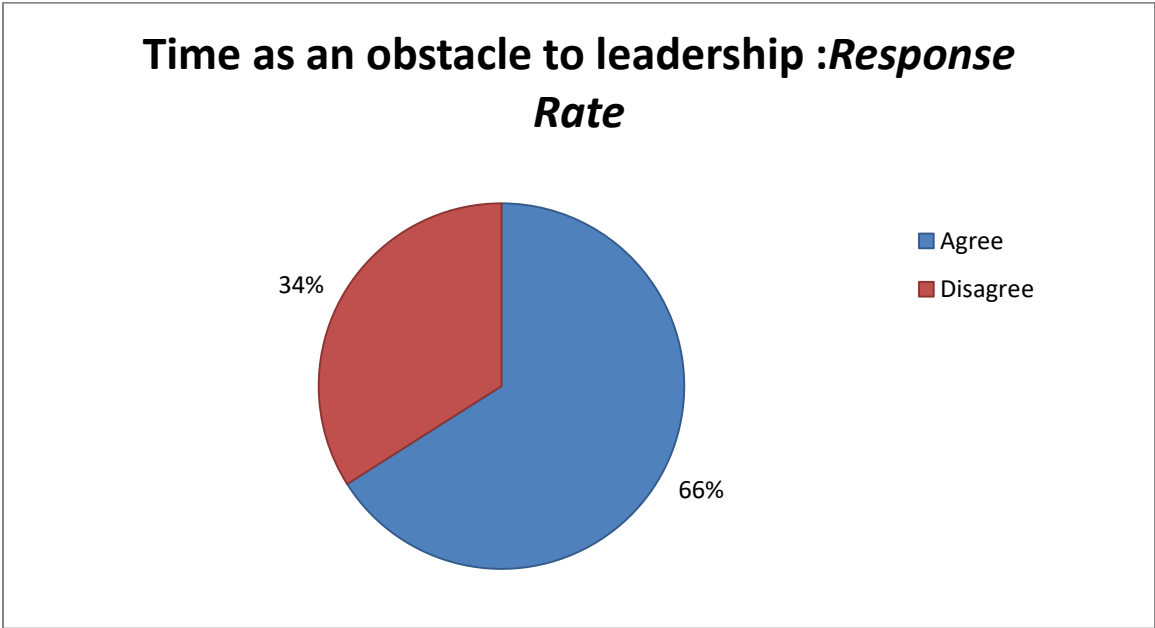
Unequal access to Education

Formal education was perceived by respondents to be crucial to facilitate women's negotiation of the leadership ladder. They noted that quality education produced informed and confident citizens who had the capacity to interact at various social levels. Leaders in the lower levels indicated that sometimes they had felt that men were really far ahead of them as they had the right papers and women had a lot of catching up to do. "*Chikoro chakakosha kana munhu uchida kubudirira; kuti uzanyatsotonga uri kumusoro unगतonga here usina mapepa akakwana?* (Education is important for one to succeed and really exercise their authority they can't do it without papers, can they? said the Councilor. The successful leaders that participated in this research attributed their success to having had the right papers and this education continued to have an impact on their work as leaders. Mukepfa (2008) also noted in her research that leaders who did not have formal education had troubles understanding issues and debates on development. These findings challenge Longwe's (1999) opinion on the impact of education on leadership who is of the view that education that is offered by a patriarchal system was meant to keep women in subordination. It is this "patriarchal education" that has necessitated the rise of the few women in leadership, and more opportunities should be given to women so that they access tertiary education which plays an important part or role in producing an informed, conversant and confident citizen. Issues that also fuel lack of women participation is the intensity of child marriages within the society worsening the level of school drop outs which has led to few women entering tertiary education and most of them becoming housewives and a tender age.

Another concern that was raised by respondents in Kwekwe who were women was the issue of time. According to them time was a barrier towards participating in the public sector. Respondents mentioned that they have many duties to fulfill at work, home and in the society therefore they do not feel the need to take up more responsibilities. This has led to the dominance of males in the public sector and women obtaining positions of less influence that are considered to be soft and more tolerable especially if the job demanded the absence of the woman at home and always demanded her to travel all the time. Most women commented that their absence at home may eventually lead to a broken home. One respondent mentioned that her marriage

collapsed after facing domestic violence which she attributed to her being involved in high level leadership that took her away from home. With the travelling came allowances and the husband thought the wife was now cheating on him hence the domestic violence. The respondent strongly felt that her position was the major contributory factor to the collapse of her marriage as the beating came with such statements: *this is not the right time for a married woman to come home* forcing her to later suggest for a divorce or leave the job. Hence the need to step down was essential for the survival of her marriage. Unmarried respondents mentioned that taking leadership roles was a good thing to do because they do not have to report to anyone since they will be independent. The respondents that gave time as an obstacle to women’s advancement were 66% both men and women and 44% mentioned that women can actually handle the pressure to become leaders.

Fig 3.11



Source: Primary source

Moreover the respondents mentioned low self esteem and confidence as a barrier to women who have the potential to participate in decision making roles. Chabaya et al (2009) found that mythology, images and bias related to women's capacities and position made them develop a low self-esteem and they underestimate their capabilities. Research has shown that low self esteem is also preventing females from taking part in decision making issues. Two respondents actually pointed out they had to be pushed into venturing into leadership by other people who realized their potential but they did not think they could reach that far as they thought they were not good enough. Some respondents were of the view that women bring each other down and they tend to discourage others especially when one reaches the top level she fails to recognize other and see them as competition or threats therefore women have become their own enemies.

There were other divergent views from the participants in the in-depth interviews who indicated that they had been fighters since way back and they were confident and assertive that they identified the need to be strong for one to survive in leadership. Even as women and men discouraged them to hold public office, they went ahead anyway, to prove that women were capable. "I grew up fighting with boys in the pastures, so to me a man is an equal." Ndebele (2014) notes that females in leadership have to get support in order to boost their self worth and confidence levels that were destroyed by the traditional socialization process that did not believe in female leadership. Men according to respondents have the Pull Her Down (PHD) syndrome hence women have to recognize their potential.

When respondents were asked to mention the highest contributing factor limiting the contribution of women in leadership and decisions making in Kwekwe's political and non political areas the responses were ticked and the most contributing factor was brought to light. The diagram below clearly shows the results as purported by the respondents asked through questionnaires.

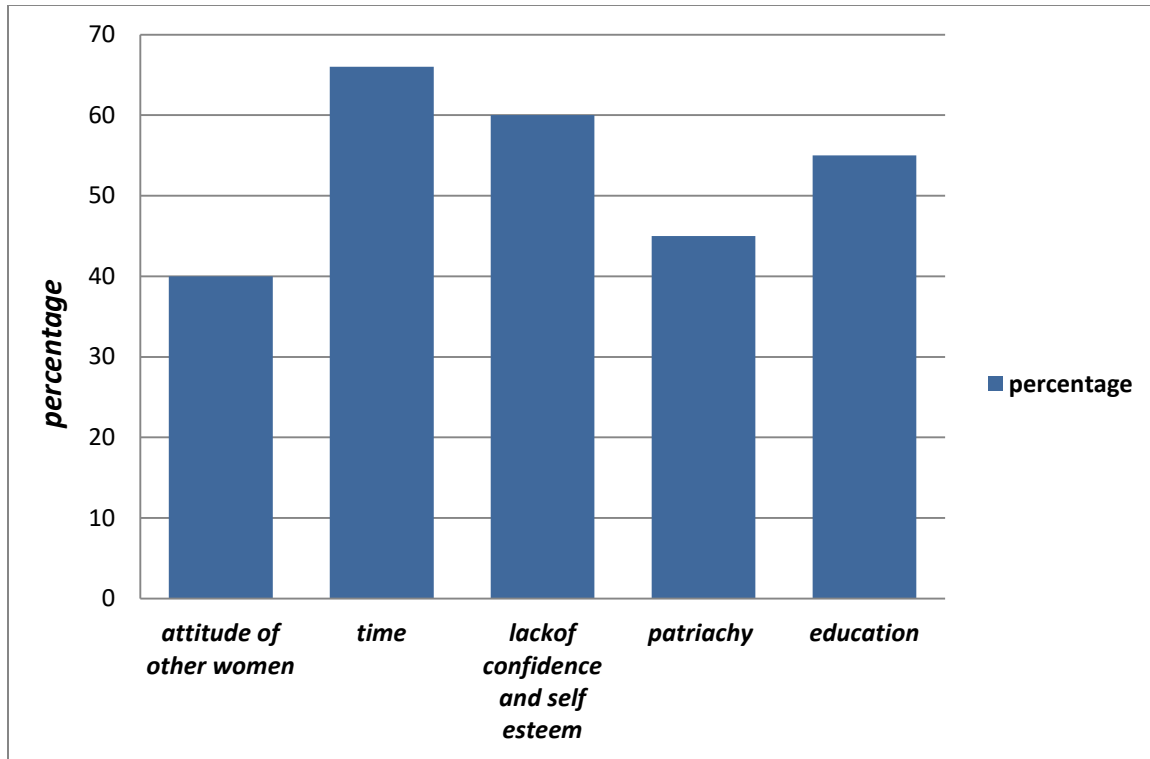


Fig 3.12: Graph showing factors that are limiting women to participate in public sector leadership and decision making

Source: Primary source

3.13 Proposed measures by the respondents on improving female participation in Leadership and decision making

a) The role of the government

The participant pointed out that the quota system is supposed to be observed and initiated in every part, the government as one of the participant is supposed to be dedicated and should employ severe actions especially on the policymakers of the country so as to make sure that all females are to be completely granted their quotas in the legislative body. They also went on to say that women’s seats are supposed to be reserved in all three arms of the government. Creating a gender balanced work strategy that incorporates both males and females .This has to be applied in every organization or ministry. The government can create a legislation regarding the gender balance strategy so that if there is equality. The government however should not only meet the

quota but women should be allowed to qualitatively participate in all decision making matters, because after all it's not about quantity but quality.

Women make up about 52% of the population in the world UNDP report (2010) but somehow they still remain underrepresented, In Kwekwe there are 52 635 women with the population at 48 265 for men hence there is need to recognize the women in Kwekwe. However some respondents criticized the issue of the quota system mentioning that women are being given leadership roles out of pity and the fact that one is a women. Therefore these respondents were of the view that leadership roles must only be obtained through merit and not pity because at the end of the day the goal is to promote growth in Kwekwe district and the nation in general.

Moreover the government through the Ministry of Women and Youth affairs can conduct sensitization meetings through the department of women affairs since one of their objectives as an organization of the government is to promote equality between males and females at all levels. The main function of the ministry is to formulate, implement and direct policies, strategies and programmes that promote of women's involvement and participation in national development. Therefore sensitization is essential in enlightening women on their potential and capacity to become leaders and not spectators of national development. More focus needs to be given to training and development programs in ministries and organizations that are specifically targeted to enhance the skills and capabilities of women in order to allow them to develop skills that are suitable to leadership roles. However in Kwekwe the Ministry has already started sensitizing people but there is need to sensitize as many people as possible so as to get as many women as possible to participate.

Job rotation can also be used so as to expose women to different tasks and to increase their ability to handle different work situations thus making them better equipped to become leaders. The job rotation will enhance their experience and would be able to challenge themselves as well as getting rid of the view that women are weak and can only handle soft areas in business.

b) Role of the society

Various studies on women and leadership have shown that many women do not have self-assurance (Chabaya et al 2009). The research also showed that women have indicated that they lack support from their family and the workplace. Respondents also showed that when it comes

to taking leadership roles at the workplace women struggled with their confidence even though they were regarded as intelligent and were once leaders in high school. Having a role model earlier on in life and having a strong professional network was found to have a critical influence on how women perceived leadership and it also helped to create and boost the much-needed confidence. Therefore, there should also be initiatives to help women build their confidence instead of questioning their abilities as happens when women miss their step in their leadership roles.

Networking was also mentioned as another way to curb the challenges females face in attaining management and executive roles. Research findings seemed to suggest that women are poor in terms of networking yet this was highlighted as one of the key elements to build each other's confidence. The respondents made reference to the high level networking that characterizes male interaction, yet such was missing amongst women. Women were encouraged to come out of their shells and interact across sectors so as to gain the rich experiences from different people. This can be done through focus groups that discuss women's experiences in leadership which can motivate other women as well as help in building up their self esteem and bond as women so that they will help each climb the ladder of leadership rather than compete and divide yet men are climbing up the management board. This strategy worked for other countries like Pakistan as women shared ideas and experiences and learned from each other. Therefore people should set aside their differences that may have been created by differences in language, ethnicity or religion and focus on one goal to achieve as women of Kwekwe.

The research conducted has proved that women have received mentoring are more successful in terms of rising to the top .The Director of Central Administration at Kwekwe city council said her experiences helped her in becoming a leader .She went on to say , “I have benefited tremendously from mentoring and I would recommend mentoring it to any woman who really wants to rise to the top ”.This clearly shows that with the right mentor women will be able to overcome many challenges that prohibit them in becoming leaders. The participant further said, it was essential and very helpful to learn from someone who has walked the same path .This view is supported by (Ford2011).

The society also needs to address their gender attitudes. The gender attitudes of people have been instilled in them through socialization. This has prohibited the advancement of women into leadership roles that seem to be dominated by men. Therefore for the society to accept the role of women in the development of the district there is the need to decolonize the mind and get rid of the mentality that women cannot be leaders because they are weak or because socialism did not proclaim them as leaders. It is high time women are acknowledged and recognized so that they see their potential which is not limited to the household only but can go as far as enhancing development within the district.

c) Role of the individual

Respondents mentioned that women have to be well versed with the gender issues so that they are not subordinated or discriminated to the extent of losing confidence and self esteem. Women should work hard and recognize their potential in the public sector. Once that is figured out nothing can limit the women of Kwekwe in obtaining leadership roles whether in politics, education or business. The individual needs to acknowledge that there is more to life than bearing children in this 21st Century.

Conclusion

This chapter has presented data that was collected in Kwekwe focusing on the assessment of women participation in leadership and decision making. The first part looked at the responsive rate and the target groups. Major themes identified included the observation of both females and males towards female leadership, the actual situation of the females in Kwekwe in relation to leadership and decision making. A deeper analysis and interpretation of the themes were discussed which show that women in Kwekwe face a lot to break the cultural challenges that are an obstacle to their advancement. The final part looked at the solution that were proposed by respondents so as to curb the challenges of not attaining leadership roles. The following chapter will interpret the findings in the relation to the theoretical framework.

CHAPTER 4: CONCLUSIONS AND RECOMMENDATIONS

4.1 Introduction

The preceding chapter looked at data presentation, analyzed and explained the discovered information. This chapter focuses on the entire research findings summary, conclusions and recommendations in light of the themes that were propounded in the study .A summary of the study shall be provided in addition to the conclusion and suggestions as enlightened by the study findings.

The research explored the position of females in terms of participation in leadership and decision making. The study was motivated by the unequal representation that is evident in most countries and institutions in spite of the fact that women constitute 52% of the international populace yet studies show that internationally female representation is low De la Ray in Maseko (2013).Various theories have been suggested in explaining the difference between men and women in leadership despite having international, regional and national legal frameworks that support inclusivity in leadership .The study was based on the feminist theory, social justice theory and the economic modernity theory. Women have always been disregarded as people in the development process of a state, nation, province or district. This has led to the increase in men's involvement in management and executive roles and females to be onlookers of development and therefore participate in middle or lower ranks .The research also examined that women still remain marginalized in the business, political and educational sectors .Women are poorly represented in leadership as evidenced by the findings as very few women occupy top ranks in Kwekwe.

The research combined research objectives and research questions which were essential and helpful for the research so as to find related literature pertaining women participation, reasons to include women in leadership and making decisions, challenges females are facing in obtaining these goals and measures to address gender imbalances in the workforce .Questionnaires and interviews were sources of data collection not forgetting purposive and selective methods of sampling. Information that was collected corresponds with the available writing regarding women participation in leadership and decision making particularly in Kwekwe district. The target groups were residents of Kwekwe mainly the working class that included men and women.

4.2 Conclusions

Women actually face a lot of challenges to climb the ladder of success and obtain leadership and decision making positions and are still struggling evidenced the number of women occupying these positions of influence in Kwekwe. Customs have contributed a part in opposing to the participation of females be it in education, politics or business. The cultural standard has pessimistically encouraged the degree of female involvement in Kwekwe district .The research found out that customs increase the lack of female participation. The attitudes of letting men dominate take priority over the manner in which females are assumed to behave in a society. This has left the females deciding on leaving politics, being school headmistresses or Chief executive officers. Time was the major obstacle for lack of women participation in Kwekwe among other reasons. Longwe (2002) pointed out that only when society is able to recognize and analyze the disruptive tactics of patriarchy, only then shall it be able to pull the plug and suffocate patriarchal opposition. There is need to tackle the underlying patriarchal challenges in order to create opportunities for women.

Women representation in decision making is a significant factor in democracy. Since democracy promotes equality then becomes necessary to note that democracy cannot exist without encompassing females in every sector. Female representation is vital since they should also exercise their right to represent their fellow females because already they take 52% of the world's population.

Furthermore, time is another resource that is limiting the inclusion of females in high posts. The burden of being a mother and working and also participating in the society has led to lack of women participation in demanding levels of business. Women have accepted the view that they can never get enough time since the job will later need one to travel or conduct tiresome meetings which will later affect their parenting or wife roles therefore they end up being spectators since family always comes first.

Women also suffer from the inferiority complex whereby they feel that they can never be good enough .Women have lacked confidence and self esteem whereby they feel like they have to work twice as much as men for them to be accepted or acknowledged and some never try as they feel like they can never be enough. This lack of confidence has led to the increase of men in

higher posts as compared to women whereby they are noticed and recognized on middle management as compared to men who have occupied top management levels.

Besides men, research has shown that women are their own enemies as most of them have accounted that other woman are the reason why they have not made it to the top. Women agreed that they themselves are jealous and when most women occupy higher positions women tend to forget their gender which is unlike men who help each other climb the ladder .Women were of the view that they do not support each other and hate each other for no reason .Women occupying lower level leadership get lack of support from those women in the high rank or position of society, while top leadership also felt that they did not quite get sufficient support from grassroots women. There is need to find out more on the source of this hostility and aggression as this study could not explore this dimension. Therefore women end up dragging each other down instead of building each other so as to get as many women on top level as possible.

The findings of this dissertation show that in as much as radical feminists would desire a revolution to overthrow or get rid of patriarchy and its underlying causes, this radical approach will not bring the required development outcomes in terms of gender equality since some of the causes of poor female representation in these institutions are the women themselves who are an enemy unto themselves. As such, wresting power from men provides no solution as there are women who still clearly do not value female leadership as evidenced by the research. This means that a compromise has to be struck, where women and men work hand in hand to achieve gender equality and improve women leadership and decision making.

This study also showed that the quantity of females in leadership should not always be used as an indicator of female participation Gender and Development Network (2015).Therefore, measuring of female participation should go beyond numbers since having a seat at the table did not always translate to given opportunities to speak out and be listened to. There should also be emphasis on measuring the impact female leaders have in decision making processes. The complex and changing realities of women's lives cannot only be measured quantitatively, but there should also be a qualitative dimension to it in order to deal with the challenges.

4.3 Recommendations

These were obtained by the researcher giving personal recommendations on what should be done to promote leadership and decision making processes for women who are clearly underrepresented.

- For as long as this mudslinging continues ,it will remain a source of division among the women's movement hence it is essential that women's organizations work in order to bridge this abyss to make women rally behind each other for support and development.
- The Ministry that caters for women should be fully funded so that they carry out their programs, monitoring and evaluating progress of women in decision making processes as well as emancipating and sensitizing them on their value in the society.
- There is need for the deconstruction of the women images or literature. The exclusion of women literature has influenced how the young generation is socialized thereby limiting the number of women participation .For example Patrick Chakaipa in his book Karikoga encouraged patriarchy and gender imbalance therefore perceptions of people who read the books will be influenced. More literature on women heroes should be written like the likes of Winnie Mandela,Mbuya Nehanda,Queen Lozikayi Lobengula's wife to mention a few.
- There should also be an eagerness to educate the girl child because they are the leaders of tomorrow. In Kwekwe there is one Non Governmental organization called Campaign For Female Education (CAMFED).The government must also act and promote female education since they are mostly influenced by child marriages and some are not even allowed to attend school. The promotion of girl child education will influence their participation as they explore their potential leading to junior members of parliament or presidents and later female representation in politics. Education will also lead to the

promotion of women into the parliament or any sector through merit and not through pity as the quota system promotes women but these women are not given the platform to make decisions as they are part of the leadership.

- As Samora Machel and Thomas Sankara once said, “we cannot say Africa is independent when women are still subordinated” there is need therefore to deconstruct the mind in order to change how women are perceived in the society. Prior the colonization of Africa women played a part in the society and there was division of labor but with the coming in of the west the way of living was changed as the west came with various changes to the Africans. Therefore until we recognize women in leadership roles and give them opportunities to make decisions, Africa is still colonized.

- Programs should be developed in order to train women equipping them with leadership and time management skills

- Recognizing and rewarding women who make an impact in leadership should be done in order to encourage them and increase their participation.

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Appendix 1: Questionnaires handed to all government owned organizations



My name is Fungai Christine Kufainyore (R143806B). I am a Midlands State University student studying an honors degree in Politics and Public Management. I am carrying out a study on **The Assessment of women participation in the public sector leadership and decision making the case of Kwekwe District**. The research is being conducted in partial fulfillment of the requirements of the degree. The information obtained from this questionnaire is strictly for academic research. In instances where the respondent feels that some pieces of information require confidentiality; such confidentiality is guaranteed. The questionnaire consists of 9 questions that will need to be answered in written form.

Date

Gender

Occupation

1. How many women are in this workforce?

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.....

2. How do you feel about women obtaining leadership roles?

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3. To what extent are women being recognized in the public sector?

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4. How many women have obtained leadership roles in this workforce from 2016-2018?

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5. What are the challenges being faced by women in attaining public participation or decision making roles in the workplace?

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6. What is the impact of social cultural factors on the effectiveness of gender equality?

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7. What can be done by the government and the society to address the challenges women are facing in obtaining leadership roles in Kwekwe?

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8. What are the gendered power relations in your workforce?

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9. To what extent are women involved in decision making?

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Appendix III: Interview schedule for residents and workers of Kwekwe district

Good morning/afternoon. My name is Fungai Christine Kufainyore I am a fourth year student at Midlands State University doing a BSc Honours degree in Politics and Public Management and am carrying out a research on The assessment of women participation in the public sector leadership and decision making using Kwekwe as a cases study. I have selected you so as to broaden my research and getting different views to help my research. Information that will be taken is confidential and strictly for academic use. Your assistance is greatly appreciated.

1. From your point of view how do you feel about women leading in the public sector?
2. What can you say are the main challenges facing women in obtaining or maintaining leadership roles?
3. What do you think needs to be done so as to improve women participation in the public sector of Kwekwe?
4. How has the access to education help in the leadership career?
5. In your own point of view, what is the relationship between access to education and leadership? Does education guarantee one to obtain a leadership role? Why?
6. How are you perceived by your male colleagues at work? Female colleagues? Why?