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## **Assessing Gender Mainstreaming in Developmental Organizations of Abbottabad**

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## **Abstract**

The study assesses strategies of various developmental organizations in Abbottabad to incorporate gender in Project management. This is census based research because of various limitations attached with data collection, whole population considered to reduce the chances of maximum error. Data analysis performed by descriptive statistics, correlation and regression. The results show that there are strategies at national level and various international commitments as well. Moreover, a five year project also implemented successfully by UNDP to spread the awareness of gender mainstreaming and to make the organizations to adopt gender mainstreaming in their policies, planning and managements. However, primary data analysis shows that employers are aware of gender mainstreaming and have aptitude about gender mainstreaming, but due to no implementation of designed national level policies, both genders feel lot of problems regarding the fulfillment of their duties. These problems create stress and frustration and deteriorate the effectiveness of employers work that ultimately impact badly on overall efficiency of organizations.

### **Key Words:**

Gender, Development Organization, Mainstreaming, Equality, Sustainable development, Decolonization, Gender Awareness

# Assessing Gender Mainstreaming in Developmental Organizations of Abbottabad

By

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## 1. Introduction

Mainstreaming includes gender specific activities and affirmative action, whenever women and men are in a particularly disadvantageous position. Gender specific intervention can target women exclusively, men women together or only men, to enable them to participate in and benefits equally from development effort <sup>i</sup>. These are necessary temporary measures designed to combat the direct indirect consequences of past discrimination. Mainstreaming is not found adding a “women’s component “or even a “gender equality component” into an existing activity. It goes beyond increasing women’s participation; it means bringing the experience, knowledge, and interest of women and men to bear on the development agenda<sup>ii</sup>.

Responsibility for implementing the mainstreaming strategy is system wide, and rests at the highest levels within agencies, according to Carolyn Hannan, Director of the UN Division for the advancement of women. Gender and development is an essential resource for everyone working in the development policy, practice and research. It aims to promote support and inspire development policy and practice, which further goals of equality between men and women <sup>iii</sup>

Achieving gender equality is one of the prerequisites of sustainable development. Government of Pakistan also realizes this and has integrated the goal of gender equality in its policy documents such as PRSP. However there is lack of relevant gender segregated indicators in Pakistan. “Compendium on gender statistics Pakistan published in 1998 by Federal Burro of Statistics. It is only the attempt by to fill Government gap. It is also good in providing both gender segregated statistics and analysis. Its scope is limited and particularly lack of provisional comparison<sup>iv</sup>.

Gender disparity in literacy and enrolment is one of the focuses of the Govt. In Pakistan status has improved in recent years but gender inequality remains pervasive. This inequality starts early within the family and keeps women at disadvantageous position throughout their lives. However, their potential has not been fully recognized because of the discriminatory social norms, missing incentives and legal impediments. This discrimination aggravated due to lack of access to educational institutions, educational expenses and house hold detects. Due to parental ignorance, misapplied dogma obscurantist beliefs, girls are more likely to stay out of school and hence receive less education than boys<sup>v</sup>. Pakistan is committed to achieve MDG including elimination of disparity at in education by 2015. The Medium

The present research assesses that how developmental organizations adjust these problems in their organizations by adopting gender mainstreaming strategies and also analyzes gender aptitude of employers, their problems and issues regarding gender and will gives suggestions on the basis of results.

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### 3. Literature review

WID (women in development) subscribes to the assumptions of modernization theory it generally concerns western values and target individuals as the catalysts for social change<sup>vi</sup>. The concept of Division of labor elaborated through this approach in 1970s after Boserup's research on women work in agricultural fields (Boserup, 1989). Hence the WID approaches tend to integrate the division of labor in modernized economic systems so that women should be considered as a worker as well as producers. There are five distinct WID approaches i.e. Welfare, equity, anti-poverty, efficiency and empowerment<sup>vii</sup>.

WAD (women and development) emerged in the wake of criticism on WID because of its modernization<sup>viii</sup>. Researchers have found that woman status did not improve with WID approaches hence a new strategy should be designed. WID developed on women's existing status in the social structure despite examining that why women had fared less well from developing strategies during the past decade. The WID approach only tends to integrate women in economic development without understanding and questioning, the sources and nature of women's subordination and operation<sup>ix</sup>. It focused exclusively on producing aspects of women's work, ignoring or minimizing the reproductive aspects of women's lives<sup>x</sup>.

The GAD perspective had been adopted by various development agencies and a very well known approach Gender mainstreaming is used in general by all institutes and agencies at international level. Every organization and institute develops their specific strategies to have Gender Mainstreaming within their organization or institute<sup>xi</sup>.

Gender Mainstreaming was officially adopted after the UN Third World Conference on women, held in Nairobi in 1985. The aim of the approach was to integrate women into development more effectively than previous approaches of the 1970s and 1980s. It becomes as a Platform of Action, after the Fourth World Conference on women, held in Beijing in 1995, after this, it endorsed fully as a strategy for development planning. The statement on gender mainstreaming by this Platform for Action was;<sup>xii</sup>. *“Governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programs, so that, before decisions are taken, an analysis is made of the effects on women and men, respectively”*<sup>xiii</sup>

This Platform did not clear that how gender mainstreaming strategy should be implemented and, hence different organizations define gender mainstreaming within their understandings and develop and adopt strategies accordingly. The Council of Europe stated that all definitions of gender mainstreaming focused on obtaining gender equality<sup>xiv</sup>.

The consultants of “Gender and Economic Development” rethink the gender mainstreaming strategies to remove their faults and improve them more to have maximum output. They put forward a systematic strategic suggestion in collaboration with the World Bank (WB) and International Center for Research on Women (ICRW). They observed that, gender mainstreaming encompasses all aspects of planning, implementing and monitoring in all sorts of programs and projects. Most of organizations adjust gender infrastructure within organizations to have gender mainstreaming. This involves, developing gender policies, gender units, increased female staff and managers and additional resources for women’s programs. Despite all these actions the observations of consultants of “Gender and Economic Development” depicts that there is a need of more improvement to meet the rising challenges with increasing modernization. Hence they proposed a strategy track to follow by organizations. They proposed an alternative approach that required being very strategic at all stages of the development process. A significant advantage of this approach is that the issue already had elaborated and

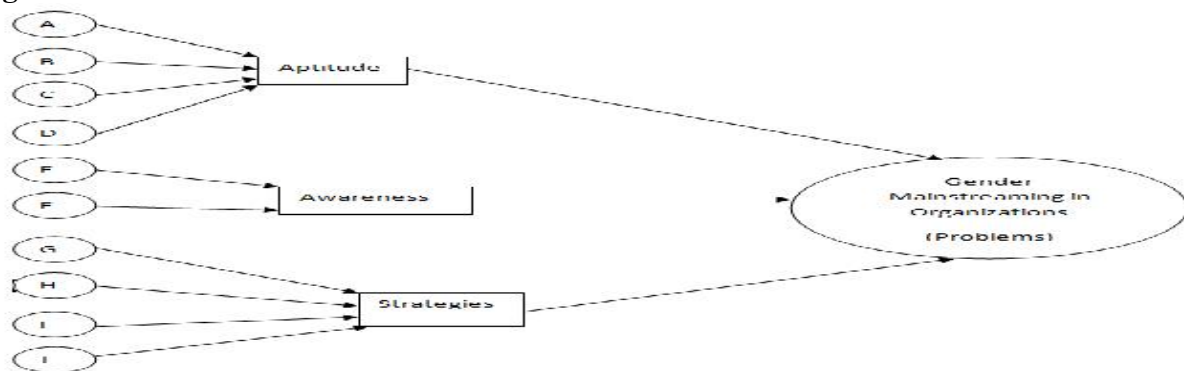
approved. However, it may still require demonstrations of gender linkages. This could be done through research and analysis. After selecting issue, gender expertise should be involved in layout course of action, they needed to provide hands-on “how to” mainstreaming project staff. Then allocate appropriate financial resources and accountability is vital to this approach. Finally “leadership” would be required to undertake something new like gender mainstreaming in organizations to doing things and garner resources.<sup>xv</sup>

The present study aims to evaluate, whether, our organizations have some strategies that support women in work by supporting their triple roles? In this regard, the study assesses the strategies and policies of organizations in Abbottabad and the response, aptitude and satisfaction level of employees of those organizations. The organizations will selected on the criteria that they should have nationwide networks, so that we could have representative results

### 3. Methodology

This is the census based research. The population of census is Government and Non-Government *developmental organizations*<sup>xvi</sup> of Abbottabad. Total number of organizations is 21 (15 government and 6 Non Government organizations) represents total population of our study.

**Figure: 3.1. Research Model**



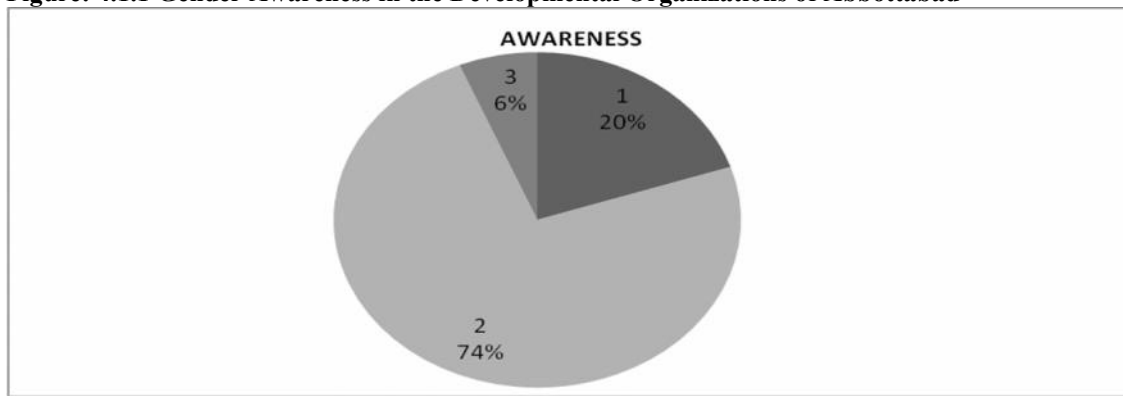
Primary data is collected by questionnaire from the sample of 21 organizations. Structured interviews are designed in case of unavailability of secondary data. Secondary data includes project proposals and strategy documents at least 1 from each organization. If not available then, verbally asked from top management as a part of primary data and national policies and programs will be considered.

### 4. Analysis and Results

#### 4.1. Gender Awareness

Gender awareness refers to state of elementary consciousness of the research subjects about the term “Gender”. The term “Gender” is now widely used worldwide in working places, educational institutes and in designing and implementing strategies. In the present study, Gender awareness measures by likert scale using variables, gender conception and accepting women in working place. The reason of selecting these variables is that whether the people aware of the term and its attached other general concepts, second variable selected to analyze whether they accept women in working places to measure level of gender blindness<sup>xvii</sup> in the organizations. The graph in figure 4.1.1 develop using mean of these two variables in one concept “Gender Awareness”, it tells the trends of awareness of gender mainstreaming in the organizations.

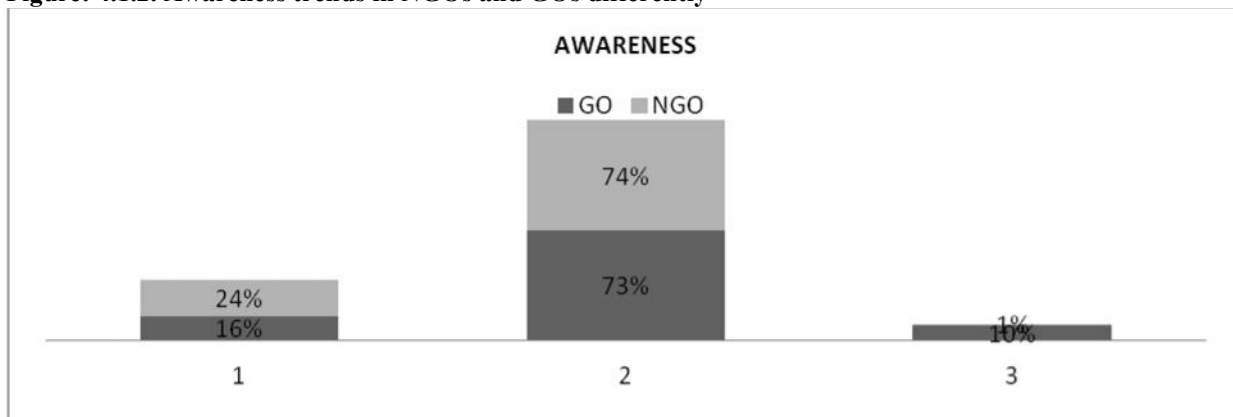
**Figure: 4.1.1 Gender Awareness in the Developmental Organizations of Abbottabad**



The above graph shows that most of the respondents are aware of the term “gender”, as 20% highly agreed and 74% are agreed. However, they were analyzed using general concepts. The general concept of “gender” includes concepts that generally exists in our society about the gender, these are not those that elaborated by UN or CEDAW. Respondents that replied “Don’t Know” are totally unaware of the term. Hence they simply reply, percentage of such respondents is 6% in the graph. Employers that agreed/disagreed with relevant higher degrees, respond because of their elementary knowledge and their experiences. It could be observed from the graph that higher numbers of people are agreed. This means that they believed that these gender concepts are deteriorating our cultural values, western and Islamic gender concepts are different, and gender mainstreaming is deteriorating our developmental work. Besides this they respond differently about Women participation in working places and also admitted their constraints regarding their triple roles<sup>xviii</sup>. Respondents strongly accepted and appreciated women work beside that they face some domestic constraints in becoming a good project manager. Overall, the results on variable “Gender Awareness” could be stated as; *“In the developmental organizations of Abbottabad, people dislike the term “Gender” but accepting and appreciating women in working places”*. People dislikes the term “gender” because, according to them Islam preserve women rights very earlier then current feminist and gender movements. They suggest that despite following western concepts our country has to develop policies according to Islamic teachings. Moreover, they comment that, Islamic teachings do not prohibit women to earn; however there are limitations that are beneficial for the morality of society. Most of old aged employers strongly recommend to adopt Islamic teachings to ensure gender mainstreaming by preserving the rights of both genders and ensure equality of both.

In comparing the awareness between NGO and GO response on these indicators, it is observed that NGO’s employers are more aware than GO’s employers. As shown in figure 4.1.2

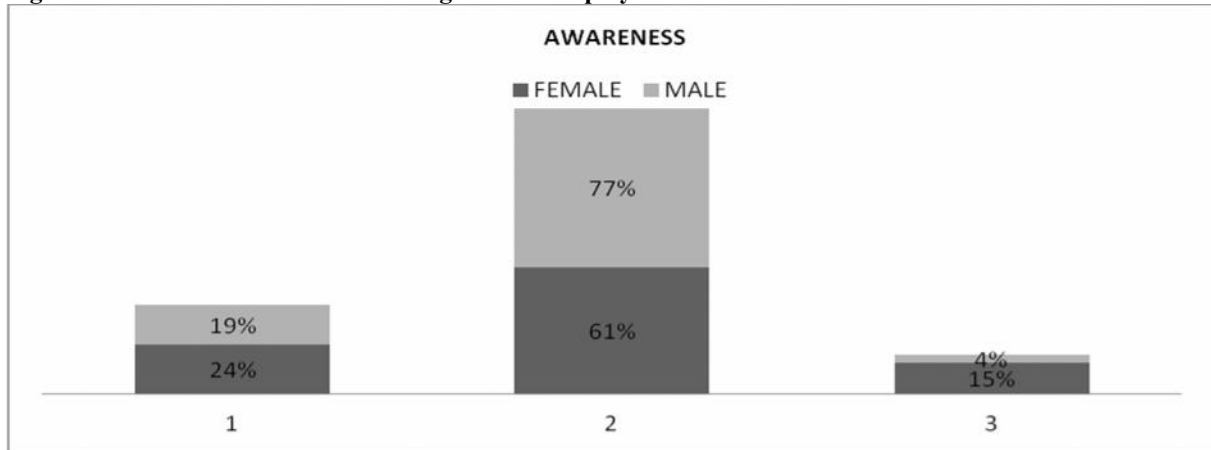
**Figure: 4.1.2. Awareness trends in NGOs and GOs differently**



The NGOs are more aware because to have international funding, they ensure to meet international standards and hence they provide trainings to their employers on gender mainstreaming more than in government organizations.

The awareness trends in male and female also compared using the percentages on graphs. The following graph in figure 4.1.3 shows the awareness trend in two different genders.

**Figure: 4.1.3. Awareness trend in two gendered employers**

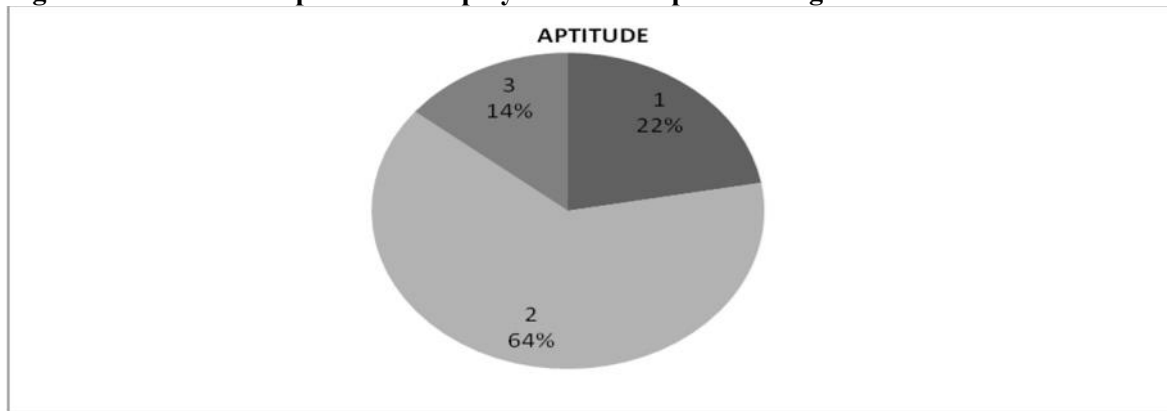


The percentages calculated out of total female interviewed and total male interviewed, because, females are very less in working places of Abbottabad. The graph shows almost same trend exists between two genders. Because if females are more in level one i.e., “strongly agreed”, then males are more in level two i.e., “agreed”. Moreover in level three i.e. “don’t know”, females are more than males.

## 4.2. Gender Aptitude

Aptitude is an inherent ability of human beings towards particular situations. It mostly depends on the environment where they groom or where they spent most of their time to work and learn. People develop their perceptions according to the environment in which they exist and adopt the already developed views despite analyze themselves to change their perceptions. In the present study various general perceptions existing in the society asked from employers to know whether gender mainstreaming strategies or projects impact them or not. In most of organizational spheres women do not considered as good project managers or good to manage any executive post. This perception exists on the basis of facts that women have domestic constraints that prevent them to work effectively either in home as well as in office. Besides this some of radical policy questions asked informally to assess whether they consider women as important subject for effective project management? Various indicators integrated in two variables “Accepting women as good project manager” and “accepting women as important subject for good project management” to assess the attitude of employers towards generally existing perceptions. Figure 4.2.1, shows trends of “Gender Aptitude” in developmental organizations of Abbottabad.

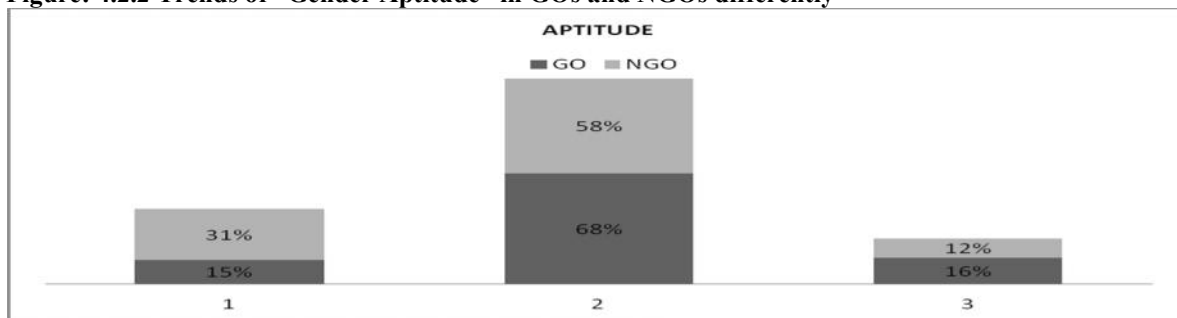
**Figure: 4.2.1 Gender Aptitude of employers in developmental organizations of Abbottabad**



The above graph shows that although majority of employers i.e. 22% and 64% are accepting women as good project managers and as an important subject for effective project managers, but those who do not accept them are not negligible. Very little amount disagreed over women as an important subject. Indicators used for this were accepting existence of baby day care centers and strategies that support women child bearing roles. Since existence of these two will enhance the capability of women in work by reducing their stress. The frequency distribution of these indicators shows that 50% of total sample agreed on existence of baby day care centers and 16.5% disagreed and only 2% strongly disagreed. Views of people disagreed over existence of baby day care centers also considered. They are not satisfied from existing private baby day care centers and think that government sector schools are in more deteriorating condition then private one, then baby day care centers of government may will of more bad situation then existing private baby day care centers. In case of existence of strategies supporting women child bearing roles, 32.4% strongly agreed, 43% agreed, and 9% disagreed, only 1.1% strongly disagreed. Hence, the result output on variable, "Gender Aptitude" could be summarized as following; *"Employer's aptitude was both positive and negative towards gender mainstreaming depending on the environment in which they live and their experiences. However, proper training, motivation and by developing their trust through effective policy making could leads to turn their aptitudes"*. In this situation employers disagreeing should be focal point because they raise such trends that highlights many key drawbacks in our policies and strategies and by manipulating their views through effective policy making, a large group of people with similar aptitude could be dealt.

Trends of "Gender Aptitude" analyzed in two different categories of organizations i.e. GOs and NGOs, the graph in figure 4.2.2 shows gender aptitude of GOs and NGOs differently.

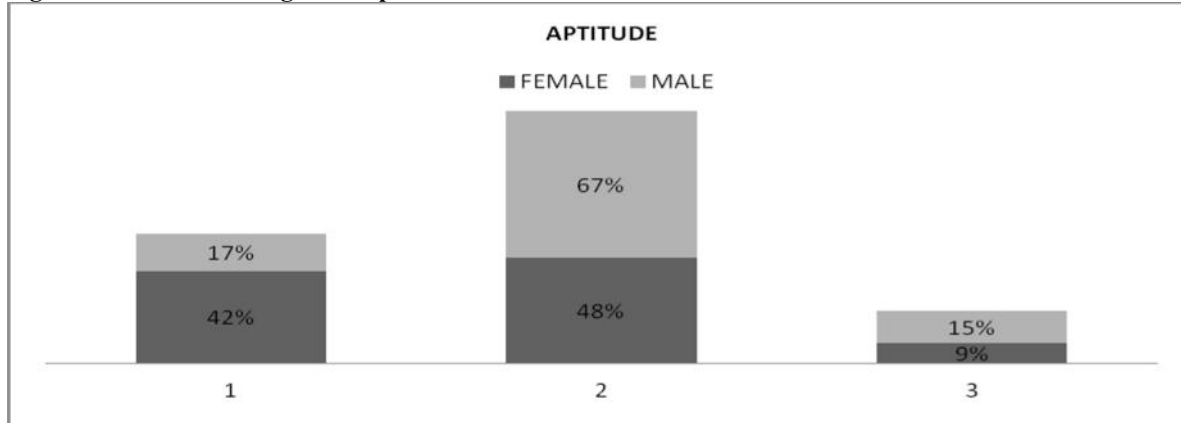
**Figure: 4.2.2 Trends of "Gender Aptitude" in GOs and NGOs differently**





Gender aptitude is slightly higher in NGOs, similarly as awareness. The gender aptitude is higher because of same reason as for gender awareness. It is also analyzed according to two different genders. Figure 4.2.3 shows the trends of gender aptitude in male and female. The graph shows that female's have more gender aptitude than males. This could also be because gender mainstreaming refers to equalizing male/female contribution in working places and female contribution is much less because of various social constraints attached.

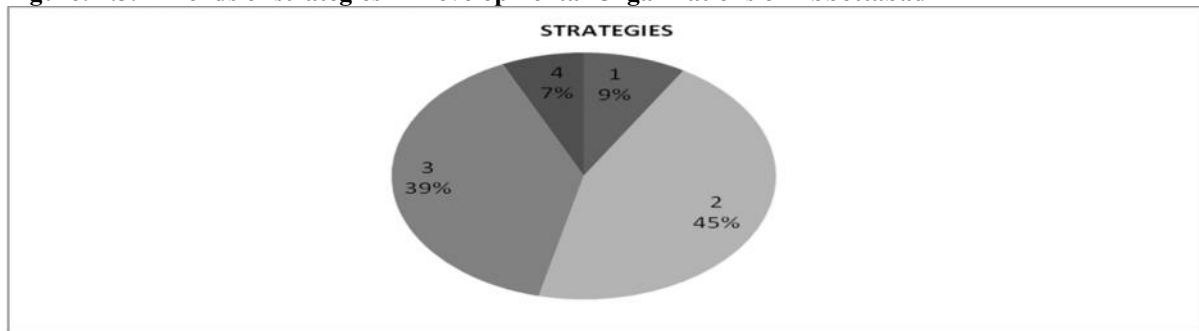
**Figure: 4.2.3. Trends of gender aptitude in male and females**



### 4.3. Gender sensitive strategies

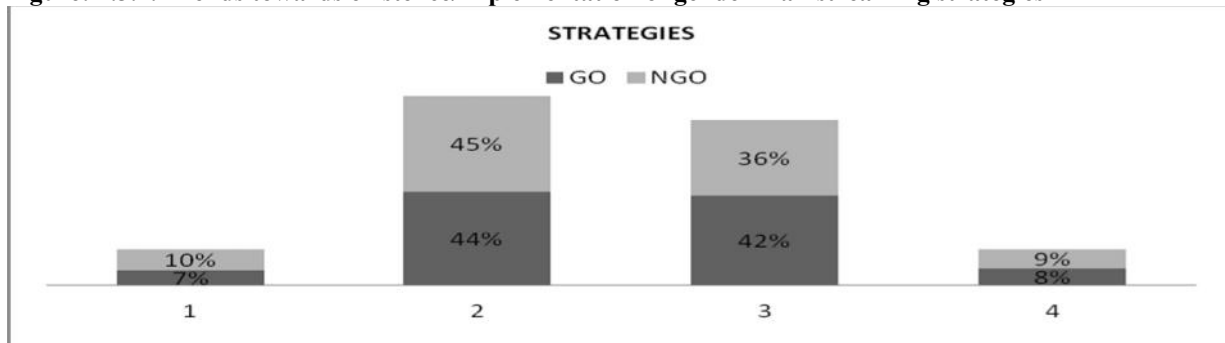
Gender sensitive strategies refer to strategies that ensure equal treatment of men and women according to their constraints in the organization. Various questions designed to evaluate whether the organizations have any strategies or not and if there are then whether they are in working order or not. The gender sensitive strategies categorized as inward strategies and outward strategies. Inward strategies refer to those that developed and used to keep gender mainstreaming within organization. In such strategies the triple roles of women employers should be managed along with considering men constraints, roles and responsibilities should be divided irrespective of gender, women's and men's willingness in contributing resources should be determined. Outward strategies refer to those that developed to keep gender mainstreaming outside the organizations with external stakeholders. In such strategies the needs of men and women should be considered during project management phases, there should be gender-sensitive indicators used in monitoring of projects to ensure project effectiveness according to their objectives. Moreover, gender segregated charts should be used to ensure equal participation of men and women as external stakeholders. The trends of these strategies elaborated graphically in figure 4.3.1. In most of the organizations it is observed that employers have no confirmed information about the existence of inward or outward gender strategies. Most of employees response that "There should be such strategies we agree or strongly agree", however, according to some senior officials such strategies exist in documented and standardize form in their head offices. In Non-government Organizations there is more knowledge of gender mainstreaming strategies and some International and National non-government organizations have such standardize strategic documents also. However, in case of government organizations there is no use of such documentations and even not in the knowledge of employers at middle and lower management levels and response according to the norms<sup>xix</sup> of their organization.

**Figure: 4.3.1 Trends of strategies in Developmental Organizations of Abbottabad**



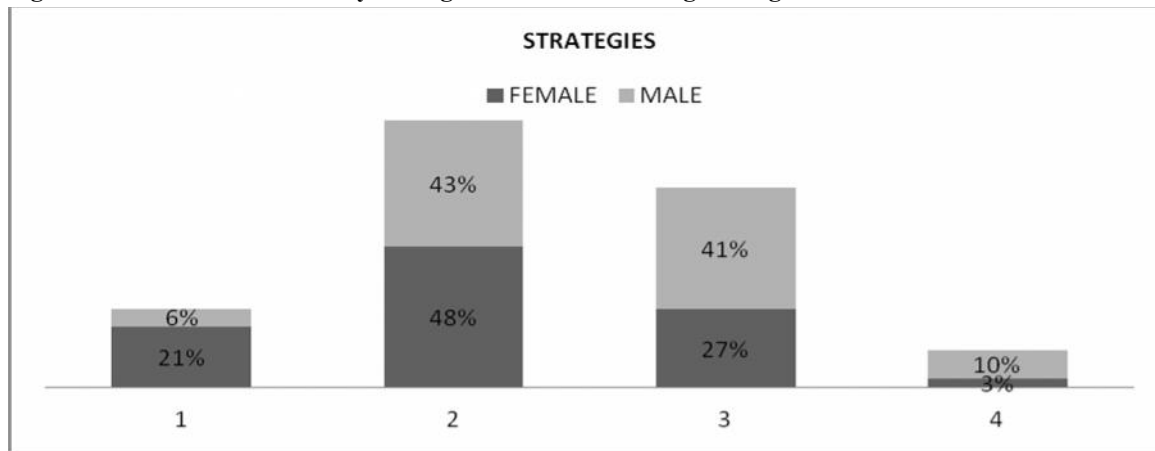
The graph shows that only 9% of employers have surety about existence of any strategies, 45% simply agreed, but 39% do not know about any such strategies and 4 % disagreed about existence of such strategies. Among these, the NGOs and GOs response analyzed differently in the figure 4.3.2

**Figure: 4.3.2. Trends towards existence/implementation of gender mainstreaming strategies**



The graph clearly shows that more NGOs know about their strategies and also use them and less don't know or totally disagreeing about existence of any strategies. The impact and documentation of gender mainstreaming strategies is that, all employees become bounded to take care of gender mainstreaming within organization. But in case of only norms, people behave according to their perceptions and in this way they sometime violate equal rights of men and women working in their organization. Hence following statement could be developed; *“Some Non-Government Organizations have used their standardized documentation but all Government Organizations have not use any official documented strategies, although they have gender mainstreamed norms”*. The acknowledgement of strategies also analyze differently in males and female employers. The following graph in figure 4.3.3 shows the knowledge of gender mainstreaming strategies gender wise.

**Figure: 4.3.3. Gender-wise analysis on gender mainstreaming strategies**

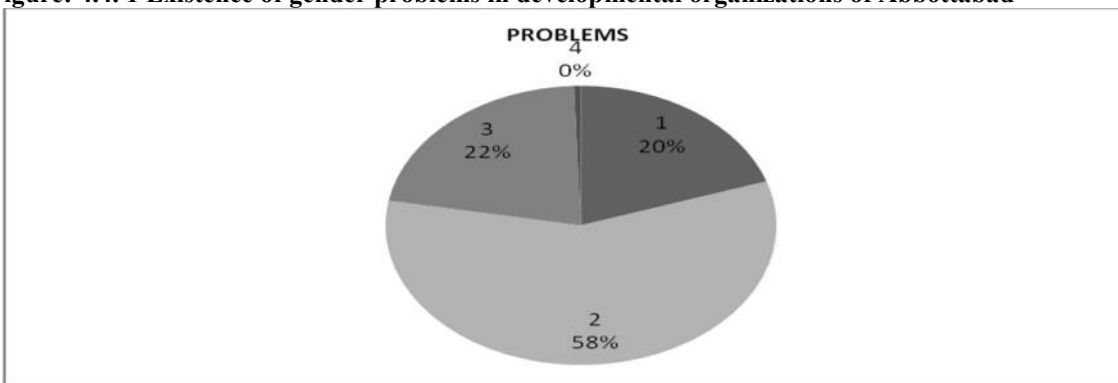


The graph shows that females are more aware of gender mainstreaming strategies. This is because females have more concern with these and they also invited more in gender mainstreaming workshops and trainings etc.

#### 4.4. Gender Problems

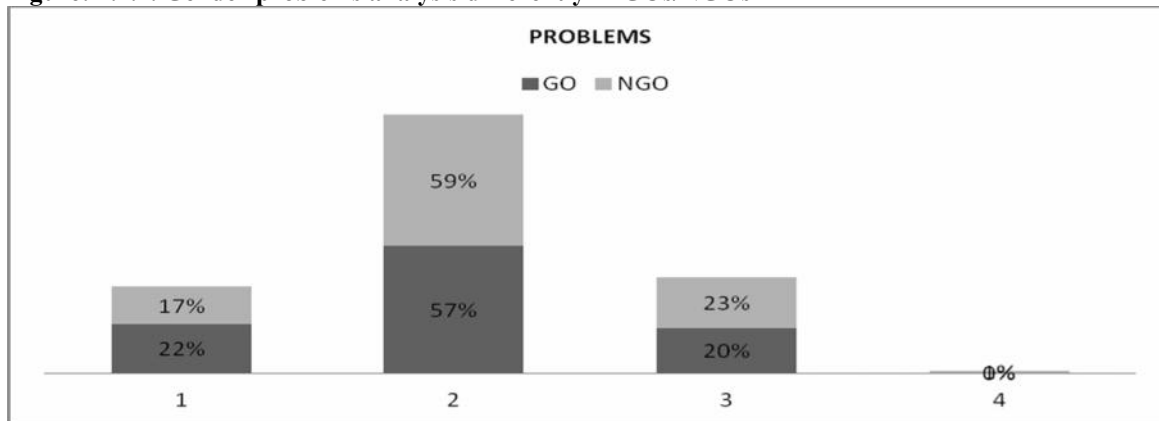
The gender problems refer to those problems that occur because of absence or nonactivation of gender mainstreaming strategies. These problems could be biasness i.e. turn of top management to particular gender, assigning duties, give rewards or promotions on the basis of gender. Besides biasness, at some places employees feel hurdles in the fulfillment of their duties because of their gender i.e. in field male's faces lot of problem in conducting their work because of two gendered stakeholders, similarly for females. The main hurdle shared verbally by many employees is regarding their other social roles. Almost all the organization do not care of employers women triple roles and men's social roles. These increase the stress in employers and impact the effective project management. The last problem is regarding the absence of gendered mainstreamed minds. If in any organizations, there are gender mainstreaming strategies but mentally they are not accepting those strategies then implementation of such strategies include crudeness. These crude implementations again increase gender problems because of constrained obligations. Trends of such problems in developmental organizations of Abbottabad elaborated in figure 4.4.1

**Figure: 4.4. 1 Existence of gender problems in developmental organizations of Abbottabad**



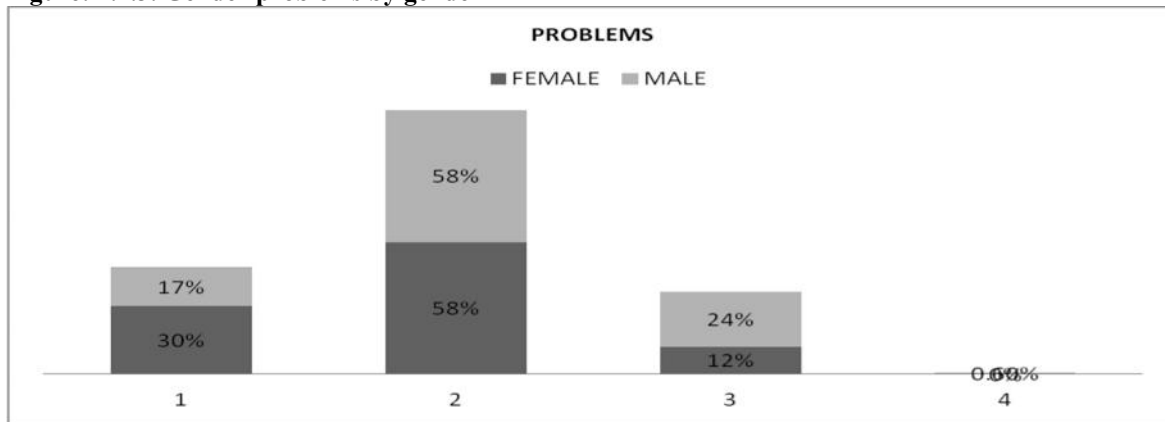
The present graph shows that 20% of employees feel too many problems because of their gender and 58% also agreed about the gender problems but with light frequency. Although there are gender mainstreamed minds more but employees feel biasness. These problems analysed differently in two organizations also to observe the trends of problems because of gender. The figure 4.4.2 shows response of GOs and NGOs differently. The graph shows that GOs feel more problems than NGOs. If this result relate to previous findings then it could be stated that, such trend is because of absence of implementation of gender mainstreaming strategies.

**Figure: 4.4.2. Gender problems analysis differently in GOs/NGOs**



Existence of problems also elaborated according to two different genders. The graph in figure 4.4.3 shows the gender problems according to two different genders.

**Figure: 4.4.3. Gender problems by gender**



In the above graph, it could be studies that like women men also feel problems because of gender. Including many women, many men also feel biasness and hurdles. In organizations, where whole involvement was of men, there was no biasness felt by them because of gender and also no hurdles they face because of gender, although they have biasness and hurdles complaints but due to other kinship relations not because of gender. Hence the results obtained could be stated as; *“Men and women both feel biasness and hurdles, even in presence of gender mainstreamed minds; this is because of no implementation standardized documented gender mainstreaming strategies”* On the basis of this result, it is easy to state that there is need of strategies, if strategies are there than employers will follow it willingly, because of presence of gender mainstreamed minds. They will oblige the rules and strategies could implement in fair and logical manner.

#### 4.5. Descriptive statistics

Descriptive results refer to maximum, minimum and standard deviation. The table 4.5.1 shows these statistics about the all four concepts discussed above.

**Table 4.5.1.Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
AWARENESS	176	1.00	3.33	2.3638	.44679
APTITUDE	176	1.00	3.75	2.3562	.52472
STRATEGIES	176	1.00	4.67	2.9311	.74000
PROBLEMS	176	1.00	4.00	2.4801	.56150
Valid N (listwise)	176				

The above discussed results could be justified in this table. The mean of awareness and aptitude lays between 1 and 3.33 and 3.75 respectively and also less than 2.5, this shows that more people are aware and the standard deviation is least in awareness i.e. 0.44 and little bit higher in aptitude i.e. 0.52. This shows that most of values lie around the mean. However, in case of strategies and problems the maximum value increased to 4.67 and 4 respectively and the mean lies on 2.93 and 2.48. This shows that more people are not assured of strategies and also feel problems. The mean of strategies is greater than problems. The mean of strategies is more then 2.5 and of problems is little less or approximately equal to the 2.5. This shows the absence of strategies and presence of problems. The standard deviation of these of strategies is highest and shows the higher dispersion of responses and after this of problems have also higher dispersion.

#### 4.6. Relationship of concepts

The relationship of these concepts checked through correlation in SPSS. The table 4.6 shows their interrelationship.

**Table 4.6.1.Correlations**

		AWARENESS	APTITUDE	STRATEGIES	PROBLEMS
AWARENESS	Pearson Correlation	1	.223**	.107	.165*
	Sig. (2-tailed)		.003	.159	.029
	N	176	176	176	176
APTITUDE	Pearson Correlation	.223**	1	.273**	.235**
	Sig. (2-tailed)	.003		.000	.002
	N	176	176	176	176
STRATEGIES	Pearson Correlation	.107	.273**	1	.536**
	Sig. (2-tailed)	.159	.000		.000
	N	176	176	176	176
PROBLEMS	Pearson Correlation	.165*	.235**	.536**	1
	Sig. (2-tailed)	.029	.002	.000	
	N	176	176	176	176

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

The results of correlation gives following relations;

1. Awareness and aptitude are directly correlated and result is significant.
2. Aptitude is directly correlated with strategies and problems and result is significant.
3. Strategies are directly correlated with aptitude and problems and result is highly significant.
4. Problems are directly correlated with aptitude and strategies and result is significant

The main focus of this research is on impact of awareness, aptitude and strategies on gender mainstreaming in organizations. This gender mainstreaming in organizations measure through shared problems. The significance of research model checked through regression in following table 4.6.2, table 4.6.3 and table 4.6.3.

**Table 4.6.2. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552 <sup>a</sup>	.305	.292	.47231

a. Predictors: (Constant), STRATEGIES, AWARENESS, APTITUDE

b. Dependent Variable: PROBLEMS

**Table 4.6.3. ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.805	3	5.602	25.112	.000 <sup>a</sup>
	Residual	38.369	172	.223		
	Total	55.174	175			

a. Predictors: (Constant), STRATEGIES, AWARENESS, APTITUDE

b. Dependent Variable: PROBLEMS

**Table 4.6.4. Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.884	.246		3.596	.000
	AWARENESS	.118	.082	.094	1.442	.151
	APTITUDE	.081	.072	.076	1.126	.262
	STRATEGIES	.384	.050	.506	7.639	.000

a. Dependent Variable: PROBLEMS

The value of R from table 4.6.2 shows that impact of all three concepts on the dependent variable “Gender Problems” is in positive direction. The value of R Square shows that these independent variables could bring 30.5% change in dependent variable. In table 4.6.3 the significance value of ANOVA accepts the results develop from table 4.6.2. In table 4.6.3 the strength of impact of each independent variable on dependent variable analyzed. The P-value shows that only strategies impact on problems is significant. The descriptive statistics also shows the same results that employers are aware of gender mainstreaming and also have aptitude the problem is only because of absence of strategies. The regression equation could be as follows.

$$\text{PROBLEMS} = 0.884 + \text{AWARENESS } 0.118 + \text{APTITUDE } 0.081 + \text{STRATEGIES } 0.384$$

## 4.7. Results

All objectives achieved and analysis tells about the hypothesis that awareness impacts gender mainstreaming, but employers are aware of concept gender. Aptitude impacts gender mainstreaming, but employers have positive attitude about gender. Employers have no knowledge of organizational gender mainstreaming policies and it has strong impact on gender mainstreaming in the organizations. Employers have high problems regarding gender and it impacts the flow of gender mainstreaming in the organization

The final concluded result could be drawn as;

*“Employers have gender mainstreaming problems because of absence or no implementation of gender mainstreaming strategies that are designed at national and provincial level. Employers have awareness and aptitude of gender and gender mainstreaming”*

## **5. Conclusion and Recommendations**

### **5.1. Conclusions**

The results show that there are strategies at national level and various international commitments as well. Moreover, a five year project also implemented successfully by UNDP to spread the awareness of gender mainstreaming and to make the organizations to adopt gender mainstreaming in their policies, planning and managements. However, primary data analysis shows that employers are aware of gender mainstreaming and have aptitude about gender mainstreaming, but due to no implementation of designed national level policies, both genders feel lot of problems regarding the fulfillment of their duties. These problems create stress and frustration and deteriorate the effectiveness of employers work that ultimately impact badly on overall efficiency of organizations.

### **5.2. Recommendations**

During primary data collection, it was observed that most of employers do not like the term gender because it comes from the west. Employers feel that it is unIslamic concept and this leads to no adaptation of any national level policies. Besides these, it was observed that male and female employers both have problems that could be solved by using gender mainstreaming strategies. The results also show strong direct relationship of gender problems and gender strategies. As there is no implementation of gender strategies hence employers have problem. However, there is need of redesign these strategies, so that they could consider males also equally, although women is in more deteriorating condition but males problems are not negligible also. In this perspective various recommendations put forward their;

1. All defined gender mainstreaming tools and techniques and principles should be implemented and monitored at all levels.
2. Gender mainstreaming strategies and policies should be redesign on the basis of problems occurred at district level, because each district have its own concerns depending on their environment.
3. Most of genders mainstreaming strategies focus on outward strategies that concern only external stakeholders. Inward strategies should be design according to needs of particular organization to ensure equal involvement of men and women.
4. About 70.4% of employers including men and women show their strong interest in the existence of baby day care centers. Hence the government should make it mandatory for organizations to have baby day care centers.
5. Results show that males also feel problems because of gender, hence while strategy making, those problems should be considered.
6. Gender mainstreaming strategies should balance the triple roles of women working within organizations and men social constraints should also consider.
7. Various acts and laws passed on to tackle women harassment in working places, such laws are not in working order. Moreover, men also demanded for laws to save their respect in working places. Hence, rules and regulations should be reassessed through research process and dignity of both genders should be assured.
8. There is dire need of training at all levels. The UNDP project provides trainings to only specific management level. However, gender mainstreaming strategies should be regular part of the office works, to regularly remind employers about their rights and duties to ensure gender mainstreaming within the organization.

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<sup>xvi</sup> Developmental organizations refer to organizations busy in provision of basic needs to public.

<sup>xvii</sup> **Gender Blindness**: Person who do not treat male and female equally and is unaware of gender equality.

<sup>xviii</sup> Triple roles: role of women in society being house wife, working lady and also community involvements.

<sup>xix</sup> **Norms**: *within organizations norms developed automatically according to daily routine, they are not standardized written rules.*