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GENDER MAINSTREAMING IN NGO SECTOR:
A STUDY ON BRAC AND SHUSHILAN

by

MAHBUBA AHMED

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MASTER OF PUBLIC POLICY AND GOVERNANCE

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2012

I hereby certify that this thesis is the result of my own work except where otherwise indicated and due acknowledgement is given

Mahbuba Ahmed   DATE 30/09/2012

This thesis is dedicated for decent work place guided by the principles of gender equity and equality.

Abstract

This study focuses upon the contemporary process of gender mainstreaming within in the development organizations. Gender mainstreaming is currently seen as the dominant conceptual model for promoting social justice and equality for women. Consequently, many development organizations are undertaking gender-mainstreaming activities to increase female participation. Gender mainstreaming specifically refers to a 'process of institutionalization by internalizing the concepts through strategic goal, planning, measures, and actions that aim to explicitly develop the gender mainstreaming approaches within all projects and programmes' of development institutions in order to achieve a vision of development that creates gender equality in society. This study intends to see the position of female staffs in terms of number as a lens of measuring gender mainstreaming implementation. According to this study, the gender mainstreaming implementation depends on the commitment of the NGO and availability and control over its resource. This study develops this analysis using an in-depth case study of two NGOs, BRAC, and Shushilan. This study found that BRAC has designed and operating the gender mainstreaming process in a systematic matter. The study revealed that BRAC has an explicit Gender Policy. Moreover, it also has an explicit Sexual Harassment Elimination policy and a supportive Human Resource policy. The study also found that BRAC has provision for training, budget allocation, and assessment of the process. It also is using some measures to ensure staffs' allegiance (commitment). However, the study has found that still BRAC is struggling to increase its female participation in terms of number. Moreover, the female participation in decision-making levels found very low in terms of number. The study has discovered some problems (minimal budget allocation, insignificant training for staff according its size, immaterial assessment of the process) in operational process of mainstreaming gender. On the other hand, the study revealed that Shushilan also has commitment in terms of adopting its explicit Gender Policy and supportive Human Resource Policy. The study also has found that, Shushilan does not have provision of training and budget of its own, rather, it seeks help from other organization for training, and its budget depends on the donor projects. Though it follows some measures to ensure staffs allegiance (commitment) to mainstream gender, the assessment of mainstreaming gender in Shushilan is found almost absent. Consequently,

the female participation in terms of number is found very negligible among regular staffs and as well as in decision-making levels. Surprisingly, the study has discovered some active external factors (which were not included in this study) for example, gender stereotypes, nature of NGO job, social and organizational culture etc. Considering the situation this study revealed that gender mainstreaming depends not only on organizational commitment and on resource. There are many internal and external factors hinder the process and implementation. Consideration of these issues with care in case of designing strategic plan and in implementation process can be very helpful in mainstreaming gender properly in NGO sector of Bangladesh.

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List of Abbreviation

ACDI - L'Agence canadienne de développement international (French of the term CIDA in English)

ACFOA – The Australian Council for Overseas Aid

ADB – Asian Development Bank

BDHS – Bangladesh Demographic and Health Survey,

BEP – BRAC Education Program

BHP – BRAC Health Program

BPFA – Beijing Platform for Action

BRAC AM – Area Manager

BRAC GEDT – Gender Equality and Diversity Team

BRAC GJ&D – Gender Justice and Diversity

BRAC HRPP – Human Resource Policy and Procedures

BRAC IEC

BRAC PP –

BRAC RM – Regional Manager

CBO – Community Based Organizations

CEDAW – Convention on the Elimination of All Forms of Discrimination Against Women

CIDA – Canadian International Development Agency

DAC – Development Assistance Committee

DANIDA - Danish International Development Agency

DFID – The Department for International Development, UK

ECOSOC – United Nations Economic and Social Council

ED – Executive Director

ESRC – The Economic and Social Research Council

EU – European Union

GACC – Gender Awareness Analysis Course

GAD – Gender in Development

GB – Great Britain

GFP – Gender Focal Point

GIO – Gender Integration Opportunities

GM – Gender Mainstreaming

GQAL – Gender Quality action Learning

GSC – Gender and Social Change

HRD – Human Resource Division

HRMP – Human Resource Management Policy

IDRC – International Development Research Centre

IGO – Inter Govermental Organization

ILO – International Labour Organization

KFW – Kreditanstalt für Wiederaufbau (meaning Reconstruction Credit Institute, a German government-owned development bank)

M&E – Monitoring & Evaluation

MDG – Millennium Development Goals

MOWCA – Ministry of Women and Children Affairs

NGO – Non Government Organization

NOMA – Norad's Programme for Master Studies

NOVIB – The Nederlandse Organisatie voor Internationale Bijstand (now Oxfam NOVIB, the Dutch Organisation for International Development Co-operation)

OHCHR – Office of the High Commissioner for Human Right

SIDA – Swedish International Development Cooperation Agency

UK – United Kingdom

UN – United Nations

UN – United Nations

UNDP – United Nations Development Program

UNESCAP – United Nations Economic and Social Commission for Asia and the Pacific

UNICEF – United Nations Children's Fund (derived from United Nations International Children's Emergency Fund)

USAID – United States Agency for International Development

WAD – Women and Development

WATSAN – Water & Sanitation

WHO – World health Organization

WID – Women in Development

Acknowledgements

My heartfelt thanks to:

Dr. Sk. Tawfique M. Haque, my supervisor, this research would not have been completed without him.

MPPG Program for its every support.

Friends and Classmates of MPPG, because they were very good and supportive to me.

Sheepa Hafiza, for her comments, her encouragement, and her unending support, but most of all for her personal dedication.

The staffs at BRAC GJ&D, and Shushilan for all the friendly faces, conversations and personal insights. A special thanks goes to, Ms. Tahmina, Sabina, Ms. Khanom, of BRAC and Hira Lutfunnesa of Shushilan.

Nazneen Imam, for much needed and appreciated editorial work and her inspiration.

Sivakumar Navarathnam, for being enthusiastic listener during thesis proposal submission.

Kazi Sanzida Lisa, for initiating editorial works.

Tanvir Hossain, for always being there during both my ups and downs in the data collection and thesis writing process, for keeping me company, for all the 'helpful little comments' (!).

Renoir for all the joys he has brought. His smiles, laughter and tears have made writing (and rewriting!) this thesis possible.

My father, mother, father in-law, mother in-law and Urmee for their unswerving faith in me and constant support.

Chapter 1: Introduction

1.1 BACKGROUND

The fundamental human right of gender equity is identified in the pronouncement of the Universal Declaration of Human Rights (ACFOA, 2004). This declaration states that all human beings are born free and equal in dignity and all persons are entitled to fundamental rights and freedoms without dissimilarity based on sex. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) sets out precise areas to be addressed in the prevention of discrimination against women. These include (but are not limited to) equity in education, remuneration, representation before the law, public functions, opinion, marriage and family. Importantly, CEDAW outlines that the whole society, not only just the government of a country has responsibilities to reduce gender-based discrimination. The Declaration on the Right to Development further recognizes the importance of gender equity in participation in development interventions (OHCHR, 2003). Following the UN Fourth World Conference on Women in Beijing in 1995, gender mainstreaming was adopted by the UN as the key methodology for achieving gender equality. In 2002, the international community approved the Millennium Development Goals (MDGs) comprising eight internationally agreed goals, with supporting targets and indicators, which aim to halve global poverty by 2015. Gender is specifically addressed by Goal 3, to 'promote gender equality and empower women', with a target of eliminating gender disparities in primary and secondary education by 2005, and in all education by 2015. Beyond this, gender is recognized as central to the achievement of all the MDGs.

Bangladesh, a signatory to the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) and Beijing Platform for Action (BPFA) has been committed in attaining the objectives of ensuring gender equality and empowerment of women. Bangladesh Government has been actively engaged in formulating proactive policies and taking affirmative action for accelerating the implementation process in achieving the goal of holistic empowerment of women (MOWACA, 2011).

Over the last two decades the initiative to ensure non-discrimination against women as well as equal rights of women has gained momentum in Bangladesh and has been successful in mobilizing and coordinating women to stand up for their rights (MOWACA,

2009). However, relentless endeavor is underway on the part of the Government by way of adoption of policies, legislation, strategies, national action plans, and programs for realization of empowerment of women. The pro-women policies, strategies and measures of the Government undertaken in the last decades have positively influenced the reduction of poverty of women. A number of Programs were undertaken by Government that includes safety net, development activities, etc. The NGOs have micro credit programs for production and business by women (MOWACA, 2011). Private sector generated employment for women especially in garments sectors. All these have contributed to greater poverty reduction for women. Progress of women can be traced from their increasing economic participation through employment in various sectors including garments, shoes and cosmetics industries in formal sector and self-employment in non-formal activities. Women also work in agricultural sector; women are employed in crop production, in livestock, in forestry, in fishery. There is a growing trend of women working in construction sites (MOWACA, 2011).

Positive indicators of women's advancement in the country are reflected in continuing gender parity in school enrolment, gradually lowered infant mortality, and decrease in maternal mortality rates. There has been significant progress in health and education areas. The improved health services through implementation of Health, Nutrition and Population related Programs have contributed to improved health especially of women. Nutrition situation has also improved. The proportion of non-pregnant mothers in the chronic energy deficiency situation declined from 44.2 percent in 2000 (BDHS, 2000) to 32 percent in 2005 (BDHS, 2007). Maternal mortality decreased to 3.20 per 1000 live births in 2006 from 5.74 in 2001 (MOWACA, 2011).

Government of Bangladesh formulated the National Policy for Advancement of Women in 1997 in the light of the Constitution of Bangladesh, CEDAW Convention, BPFA and broad based consultation with the stakeholders including human rights organizations, women's rights activists, non-governmental organizations and the civil society. The said policy is under review and will be implemented in an updated manner. The sectoral Ministries (MOWACA, 2011) adopted national Action Plan for Women's Advancement in 1998 projecting the strategy of mainstreaming gender in all Governmental policies.

Over the last three decades, a dynamic and increasingly organized NGO movement has developed in Bangladesh and a number of the CBOs and NGOs, which have emerged

from this movement, have a specific focus on gender equality goals and displayed a strong position for gender mainstreaming in every sphere of the socio-economic-politico areas of the state (KFW, 2006). In addition, this rapid demand raised by the NGOs and their awareness program played a very important role in gender mainstreaming all over the country.

Gender practice by NGOs has got such a momentum that a recent evaluation by the Netherlands Government found that even NGOs without a specific gender focus most NGOs surveyed were contributing towards gender equality objectives - and that between 50 per cent and 100 per cent of direct beneficiaries of evaluated NGO projects were women (KFW, 2006). In particular, women's increasing participation in civil society has been a major outcome of this growth in NGO activity with impacts on both household and community relations. Such changes have been empowering for many women although the process of social transition not without challenges.

It is argued by many scholars that, in Bangladesh, NGOs and other development organizations are pioneer in calling for Gender mainstreaming in every sphere of operation. Their speedy awareness program and call for gender mainstreaming have made the government pro-active in recognizing the importance of gender integration. However, agreeing this it has also noticed that implementation of the concept of gender mainstreaming still remains uneven (USAID/B, 2010). NGOs have successfully channeled resources toward providing different services (especially micro-credit, community health, sanitation, education etc.), but they have been less successful in integrating gender and addressing gender concerns (Britt, Ali, Jahan and Khan, 2010). Many NGOs believe that by focusing on women beneficiaries they are addressing gender. Most donor organizations and I/NGOs have tended to focus on their need to disburse aid, meet targets, and demonstrate results. Gender is sometimes treated as an "add on" – it is not sufficiently woven into planning and design, implementation, and monitoring and evaluation. Indicators are mostly disaggregated by sex, but generally offer little information on changes in gender relations. Important Gender Integration Opportunities (GIO) are being lost (USAID/B, 2010).

1.2 PROBLEM STATEMENT

Gender mainstreaming can be considered as "Taking account of gender equality concerns in all policy, programme, administrative and financial activities, and in organizational procedures, thereby contributing to organizational transformation" (UNDP, 2000).

Specifically, gender mainstreaming implies bringing the outcome of gendered socio-economic and policy analysis into all decision-making processes of the organization. This includes core policy decisions as well as the small everyday decisions of programme implementation.

Gender mainstreaming can be seen as a strategy for bringing about gender equality through creating space for everyone – women and men in the organization as well as in communities – to contribute to the process of articulating a shared vision of sustainable human development and translating it into reality (UNDP, 2000).

Gender mainstreaming is not a process, which begins and ends with women. It does not mean only having an equal number of women and men in the organization or supporting exclusively for women, although it includes these aspects. Gender mainstreaming implies including women, but does not imply excluding men.

Gender mainstreaming cannot take place in an organization, which is closed, inflexible and does not value people (UNDP India, n.d.). Because gender mainstreaming demands a caring, flexible, and empowering environment, it creates opportunities for women and men at every level within the organization. Each individual stands to benefit, and therefore each individual must share the responsibility.

A gender responsive organization must ensure that decisions, plans, and programs should be guided by the principles of gender equity affirmative action, when necessary to reduce the gap in access to benefits and resources between males and females and equality in decision-making and access to opportunities (Sobritchea, n.d.)

Gender mainstreaming seeks to integrate men and women's experiences and needs into development at all levels. Gender mainstreaming is a process of ensuring that all our work, and the way we do it, contributes to gender equality by transforming the balance of power between women and men (ACFOA, 2004).

However, for gender mainstreaming to be relevant and effective, it should not be something imposed but instead embraced by the communities involved (ACFOA, 2004). Most important is community ownership of gender mainstreaming strategies. People at all levels must be committed to and support the implementation of gender mainstreaming, given that this process of change takes place within complex social and political environments. Therefore, NGOs which lead the way to gender mainstreaming, need to be drawing on local knowledge and ways of understanding to develop 'solutions' that are appropriate to the context in which they apply. But, many NGOs do target women as development partners, a considerable number still lack coherent gender policies and action plans against which progress on gender equality goals can be assessed (KWF, 2006). There is also evidence of increasing collaboration between NGOs and government at both the program and policy levels – although this is an area where still further progress needs to be made. The NGO Affairs Bureau has the primary responsibility for registering and monitoring NGO programs with foreign funding, although limited institutional capacity and the lack of an effective MIS has meant that its role has been primarily regulatory in nature. There is no clear gender policy governing the Bureau's work which would provide a framework for such a monitoring system. International NGOs have also played an important role in strengthening and supporting national organizations and groups focusing on gender issues in Bangladesh. Focusing on broad and/or multiple mandates as well as specific sectors, many of these organizations work in collaboration with local NGOs as well as international donor partners and are increasingly being staffed at the local level. Such organizations sometimes provide an initial vehicle for highlighting sensitive social/cultural and gender issues those are more difficult for local NGOs to address. In these situation mainstream procedures and institutionalization of Gender inside the NGOs or development organizations is very important (KWF, 2006).

The influence of NGOs in Bangladesh is on the rise in terms of calling for gender Mainstreaming, and as they do at times appear to influence the decision making of governments, intergovernmental organizations (IGOs) and businesses for that purpose, they are also attracting greater public scrutiny that how they themselves are doing in this regard (Bendell, 2006).

1.3 SIGNIFICANCE OF THE RESEARCH

Gender mainstreaming is not simply about integrating or including women in development agendas (UN, 2003). Gender mainstreaming is a process for promoting equality between women and men, which in turn can facilitate the achievement of other developmental goals, including economic goals. Gender mainstreaming involves a transformative process. It can reveal a need for changes in goals, strategies and actions to ensure that both women and men can influence, participate in and benefit from development processes (UN, 2001). That why this may require changes in organizations – structures, procedures and cultures – to create organizational environments, which are conducive to the promotion of gender equality (UN, 2002).

Various international development partners including the various UN agencies, the World Bank, the ADB and bilateral partners such as DFID, CIDA, SIDA and USAID have been actively supporting gender mainstreaming initiatives over the last decade and have identified gender equality as a clear development assistance goal in their programs of assistance to Bangladesh (KWF, 2006). A number of these have also actively contributed toward the development and implementation of gender and development (GAD) policies in various government and non-government programs - building critical institutional capacity for gender mainstreaming is still in the process. In addition many now require the preparation and inclusion of gender equality indicators in monitoring and evaluation frameworks to improve the system of accountability on gender-related reporting at an organizational level. To support such programs, several partners (e.g. ADB, SIDA, and DFID) have also undertaken detailed country gender analyses and assessments.

Furthermore, it is well known that while representation of women is an essential element in gender mainstreaming, increasing the numbers of women is not enough (UN, 2003). The mainstream agenda can only be transformed when the perspectives of both women and men inform the design, implementation, and outcomes of policies and programmes (UN, 2003). This requires analyzing the gender perspectives in each area of development. It further requires examining the institutional mechanisms through which development is done (Hannan, 2001). Thus, NGOs being groundbreaking organization regarding development agendas and actions in Bangladesh requires proper implementation of gender mainstreaming within the organization. Finally, all these situations and circumstances signify the mandatory of gender mainstreaming within them.

1.4   RESEARCH QUESTIONS

What is the current state of Gender Mainstreaming approach of two NGOs in their internal operation and work culture?

1.5   HYPOTHESIS

The more committed an organization is in terms of mainstreaming gender in its own internal operation as well has its control in necessary resources to fulfill such commitment, the greater will be chances of mainstreaming gender.

1.6   OBJECTIVES, SCOPE AND LIMITATION OF THE RESEARCH

1.6.1 Objective of the Research

To assess the progress in mainstreaming gender in NGO sector in Bangladesh.

1.6.2 Scope of the Research

The scope of this study is to look into the internal operation of the two NGOs; BRAC and Shushilan, concerning its gender policy and advancement in materializing such policies and identify the current weakness.

BRAC and Shushilan: At a Glance

This study considerate BRAC and Shushilan as a case study to see how these two NGOs are doing gender at the staffs' level that is inside the organization. Both the organization has women focused activities having emphasize on women in their vision and mission directly or indirectly. Both the NGOs have gender policy and gender focused Human Resource Policy, Gender Section, or focal point. Each of the selective NGO is working for Gender mainstreaming as a cross cutting issue. It is true that BRAC and Shushilan has much more dissimilarity but both the organization consider Gender sensitivity is one of the major concerns for sustainability in development. This chapter includes a brief introduction about BRAC and Shushilan.

    a) **BRAC**

BRAC is a development organization dedicated to alleviating poverty by empowering the poor to bring about change in their own lives. It started out in Bangladesh in 1972, and

over the course of our evolution, it has established itself as a pioneer in recognizing and tackling the many different realities of poverty. It is working for global movement bringing change to 10 countries in Asia, Africa and the Caribbean, with operations in 11th country, Philippines is launched in 2012. (BRAC, 2011)

Vision

BRAC is working with the vision that is, 'a world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential.' (BRAC, 2011)

Mission

BRAC's mission is, 'to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Its interventions aim to achieve large scale, positive changes through economic and social programmes that enable men and women to realize their potential.' (BRAC, 2011)

BRAC's Priorities

- Focus on Women
- Organizing the Poor
- Unleashing Human Potential
- Comprehensive Approach (BRAC, 2011)

BRAC's Operations

BRAC has different dimension of operation like

- Development programmes
- Governance, Management & Capacity Building
- Social Enterprises
- BRAC Investment & related Institutions (BRAC, 2011)

Gender Justice and Diversity Section: Functional Port Responsive for Gender at BRAC

Within BRAC this section work to improve gender relations through training on Gender sensitization and analysis, development of policies such as Gender Policy and Sexual

Harassment Elimination Policy and creation of staff forums and alliances such as the Gender Equality and Diversity Team and the network of Gender Focal Points (BRAC, 2011).

BRAC's Policies those related with Gender Issue

- Gender Policy (Annex-12)
- Sexual Harassment Elimination Policy (Annex-13)
- Human Resource (HR) Policy (Partially in Annex-14)

The Study Area of BRAC

This study considers gender-mainstreaming implementation among the staffs of BRAC Health Program (BHP) and BRAC Education Program (BEP). BHP remains an integral component of BRAC's development intervention since its inception in 1972. By improving the health of the people, especially the poor and promoting the capacity of community to deal with health problems, BHP contributes to achieving BRAC's twin objectives of poverty alleviation and empowerment of the poor. On the other hand, BEP is operating the largest private, secular education system in the world. It works across the entire educational value chain, creating what is missing or needed to make it effective in serving the poorest, the talented, and the priorities of the nation. Its non-formal primary education programme is widely promoted by UNICEF and others as a high impact, low cost model for teaching children who had never enrolled, or had dropped out of primary school. BRAC's track record of success in graduating students and continuing their education in government schools led the organization to create programmes to improve the state-run schools through teacher training and the formation of school management committees and parent teacher associations. To date, nearly 5 million children, mostly girls, have graduated from BRAC schools and an overwhelming majority of them have gone into the public school system, performing, on average, better than their mainstream peers.

b) **Shushilan**

Shushilan is an agro-ecology and right based local non-government development organization set up in 1991. The organization came into being in the face of degradation of socio-ecological resources in the southwest coastal region with specific mission to redress the declining natural resource base, livelihoods and food security of the people.

To uphold human rights and gender equity for the socially disadvantaged community with the focus on women is another major concern of Shushilan's development initiatives. It is working in the southwest coastal region for ensuring livelihood security of the resource poor community through promoting sustainable agricultural firming system and environmental health (Shushilan, 2011)

Vision

Shushilan works with its vision of 'a society congenial to economic and socio-cultural development of socially underprivileged community.' (Shushilan, 2011)

Mission

Shushilans mission is to 'create opportunities and enable the socially underprivileged community for Sustainable Environmental Resource Management, Adaptation to Climate Change, Education, Health, Secure Livelihoods, Human Rights & Good Governance, and Gender-Equity.' (Shushilan, 2011)

Fundamental Principles

- Equality of mankind (Shushilan, 2011)

Strategic Directions

- Secure human rights and good governance (Shushilan, 2011)

Cross-cutting Issues

- Gender & Equity (Shushilan, 2011)

Development Approaches

- Gender mainstreaming (Shushilan, 2011)

Shushilan's Operation

Its operations are mainly project based with focus on

- Food security
- Disaster Management and rehabilitation
- WATSAN Support (Shushilan, 2011)

Department or Functional Port Responsive for Gender at Shushilan

Shushilan has a gender advisor who is managing the issue among staff levels as well as beneficiary level. All the projects are responsible to reports related to gender to the focal point.

Shushilan's Policies those related with Gender Issue

- Gender Policy (Annex-15)
- HR Policy (partially in annex 16)

The Study Area of Shushilan

Shushilan is comparatively small NGO than BRAC. As this NGO runs by various projects in the southwest coastal region, this study included only full time staffs based on its Khulna main contact office.

However, these two NGOs are not comparable in terms of size, regional coverage, intervening programs or even in terms of institutional arrangements. But this study has undertaken these two NGOs to see how gender mainstreaming is implementing in NGOs having diversity from various dimensions. How gender mainstreaming at work is organized in a big NGO like BRAC and similarly how it is managed in a comparatively small NGO like Shushilan.

1.6.3 Limitation of the Research:

Because of time constraint, this study had to focus on two-development program of BRAC (BRAC Health Program and BRAC Education Program) and its gender unit (Gender Justice and Diversity Section). In addition, for the same reason this study had focused on the Khulna head office of Shushilan. This study has faced problem related to unavailability of data (particularly in Shushilan). With all these, this study found, some problems related to data accessibility in BRAC (for example-.unwillingness to Share, unfriendly communication and non-responsive to email, cell phone and SMS.

1.7　STRUCTURE OF THE STUDY

This study is organized under several chapters. The first chapter provides and introduction to the study. It emphasized on the background of the study, problem

statement, significance of research, research question, hypothesis, objective, scope, and limitation of the research and operational definition of the research along with structure of thesis. The second chapter presents the review of related literature. The third chapter embraces the concept of gender mainstreaming along with a discussion related to the interpretation of the concept by the development organizations, actions undertaken by them to mainstreaming gender, and results witnessed by those organizations. The fourth chapter incorporates the research design and methodology and the fifth chapter describes the analytical part of the research. The sixth chapter includes the opinion of experts both practitioner and academician related to the importance of gender mainstreaming at workplace. Finally, the seventh chapter depicts the findings of the research along with a conclusion of the thesis.

Chapter 2: Review of Related Literature

This study aims at analyzing the gender mainstreaming process within NGOs. The NGOs of Bangladesh is the most dominant role-playing advocates in terms of calling for gender mainstreaming in all responsible sectors of development such as in decision making of governments, intergovernmental organizations (IGOs) and businesses. They are arguing for the requirement of the gender perspectives in each area of development for sustainability.

Now, the gender mainstream agenda can only be translated when the perspectives of both women and men are included in the design, implementation, and outcomes of policies and programmes (UN, 2003). It further requires examining the institutional mechanisms through which development is done. Thus, NGOs, as they are the pioneer organization in calling for gender mainstreaming agenda and actions in Bangladesh need proper implementation of gender mainstreaming within the organization.

This review of related literature chapter intends to include what some other researcher or expert have said on the issue of Gender Mainstreaming in order to have an overview of the issue and link that in this research problem whenever essential. The topic gender mainstreaming itself has different dimension and thus highly plagued by various analysis from various perspective. This chapter included those literature which are emphasizing on gender mainstreaming conceptualization, process to implement it in organization, different factors those can influence the process, good practices for gender equality and men's role for gender mainstreaming.

The Convention on the Elimination of All Forms of Discrimination against Women, CEDAW, provides the most carefully thought out and internationally agreed upon framework on the women's rights. By accepting the Convention, States commit themselves to undertake a series of measures to end discrimination against women in all forms, including "ensuring elimination of all acts of discrimination against women by persons, organizations, or enterprises."

The United Nations Third World Conference on Women held in Nairobi in 1985 produced a thoughtful Toolkit for Women. The Conference recognized that gender equality was not an isolated issue, but encompassed all areas of human activity. It was necessary for women to participate in all spheres, not only in those relating to gender.

The United Nations Fourth World Conference on Women held in Beijing in 1995 aims at accelerating the implementation of the Nairobi Forward-looking Strategies for the Advancement of Women and at removing all the obstacles to women's active participation in all spheres of public and private life through a full and equal share in economic, social, cultural and political decision-making. This means that the principle of shared power and responsibility should be established between women and men at home, in the workplace and in the wider national and international communities.

Elizabeth M. King, Lead Economist, and Andrew D. Mason, Senior Economist, World Bank have published a seminar work on gender and development, emphasizing that gender roles and relationships evolved out of 'interaction among biological, technological, economic, and other societal constraints.' They defined gender equality in terms of "equality under the law of, equality of opportunity including equality in access to human capital and other productive resources and equality of rewards for work and equality of voice". They have focus on the matter why gender related issues matter to development policy and practice:

"Development occurs in an institutional environment defined by custom, social norms and implicit codes of conduct and such formal structures as laws, regulation and economic institutions…….These establish the incentives, opportunities and constrains that determine people's choices and actions. They shape power relations within the family, society and economy…

To achieve gender equality, development strategies must transform legal and regulatory frameworks, market, and organizations into institutions based on the principles of equal rights and equal opportunity, and equal voice for women and men. A fundamental step is to establish equal basic rights especially in family law, protection against gender related violence, property rights, and political rights. ….."

The Gender Analysis as a Development Research Tool by the IDRC provides good definitions of gender in terms including sex and gender; gender equality; gender analysis; gender analysis and ICT; practical gender needs; strategic gender needs; gender mainstreaming.

The two most important works in terms of gender mainstreaming have been done by the Canadian International Development Agency (CIDA/ACDI). These are **CIDA's Policy**

on Gender Equality and **CIDA's Gender Based Analysis in Policy Making**. These two works are focusing on gender mainstreaming. CIDA's Policy on Gender Equality provides a very thorough analysis of gender policies, linking policies to environment, information and communication technologies, and development within a Third World context. It gives practical help on gender analysis as a tool, with possible strategies and activities to support the achievement of gender equality. It also provides a performance assessment framework, including good practices to promote gender equality and gender analysis guidelines.

Gender-Based Analysis in Policy Making provides eight very useful steps for policy development, comprising identifying the issue; defining outcomes; defining inputs; research; developing options, recommending, seeking decisions; communications; assessing quality.

The Handbook for Mainstreaming Gender Perspective in the Health Sector, by Johana Schalkwyk, Beth Woroniuk and Helen Thomas provides a helpful guide to mainstream gender into health. Many of the principles can be applied also to some other sector other than health. It is linked to the gender policy developed by WHO. It includes key themes in the process of developing a gender policy; examples of developing gender policy; integrations of gender awareness in to Health Sector Policy in SIDA; and the institutionalization of a gender perspective.

In **Elements of a Gender Mainstreaming Strategy A fourteen-point framework** Sarah Murison has depicted that an organization's structure, policies, procedures and culture govern the kinds of programmes that it is capable of producing. It is logically impossible for an organization consistently to produce projects and results that are at variance with its own internal practices and culture. A gender mainstreaming strategy is likely therefore to require considerable internal scrutiny, and strong alliances between those organizational divisions responsible for policy, programme and human resource management. The fourteen factors (stated in annex-17) highlighted in the study comprise important elements of a complete gender mainstreaming strategy that an organization might pursue. The author argued that the list can therefore be used as a preliminary assessment tool – a kind of checklist to identify gaps and opportunities for stronger organizational response to gender equality issues, although in many cases a more complete "gender audit" may be necessary. The author also quoted that for organizations

in which none or very few of these elements are in place, it may not be possible to work on every issue, especially in circumstances where human and other resources are limited (Hunt 2000, Morris 1999).

In **Gender Mainstreaming an Overview** by UN, it is articulated that gender mainstreaming cannot be achieved without explicit institutional commitment to the strategy and systematic efforts to implement it. However, that advancing gender mainstreaming requires successful implementation of gender mainstreaming is the commitment of senior management and the establishment of effective accountability mechanisms. The studies also stated that development of training programmes, guidelines and other materials are of little use if there is no explicit policy commitment to gender equality and to the gender mainstreaming strategy.

Developing Gender Mainstreaming and Gender Respect by Lyons, T et al indicates that the status of women can only be advanced through gender mainstreaming strategies that are adapted to each specific culture and place, addressing the concerns and aspirations of locally active agents of change. This entails a shift from currently dominant institutional strategies (which target inputs, structural change, and policy implementation) that need to be balanced with complementary operational strategies (which consist of output-orientated guidelines, training, research and projects) (Jahan 1995:13–14). Here the researchers point out that the initial groundwork on gender relations could work to adapt and customize generalized information and training tools on gender mainstreaming, which are freely available through development agencies and the web. In this way, gender mainstreaming can then occur effectively, at a pace and in a way that is locally appropriate, rather than just being another workshop, training exercise or policy formulation meeting that forms part of an international obligation.

Daly, Mary E. in his **Gender Mainstreaming in Theory and Practice**, utilizes the findings of a recently completed, eight-country research project to visit some key issues in the theory and practice of gender mainstreaming. The research results indicate that gender mainstreaming is a diverse entity when looked at from a cross-national perspective but rather hollow when considered within the national setting. To the extent that there is a "common core" to gender mainstreaming in action across countries, it lies in the tendency to apply the approach in a technocratic way and to be non-systemic in compass. The argument is advanced that this is at least in part attributable to particularities in the

development of mainstreaming. The article suggests that gender mainstreaming is underdeveloped as a concept and identifies a need to elaborate further on some fundaments. In particular, the conceptualization of mainstreaming needs to be rethought with special attention devoted to the understanding of the problem of gender inequality that underlies it and the articulation of the relationship between gender mainstreaming and societal change.

In **ESRC Gender Mainstreaming Seminars, 2003-4**, Sylvia Walby pointed out that Gender mainstreaming is situated within the development of trans-national global politics, of multi-lateral forms of governance such as the UN and the trans-national polity of the European Union, as well as the development of diverse global discourses of human rights that transcend country boundaries, each of which have disparate outcomes when in articulation with country differences. The author also emphasize that debates on gender mainstreaming have often acted to challenge and deconstruct existing categories of analysis, they have not led to fragmentation. Instead concepts have been re-built and expanded rather than rejected, so that they can better incorporate gender. The author again argued that these gender-mainstreaming debates position inequality and difference at the heart of social and political theory of the state and democracy, not as a separate field of study.

Golam Rabbani, a NOMA Fellow has showed in his study, **Gender and NGO Governance: Evidence from Local NGOs of Bangladesh** that notable portions of governing body members in NGOs are female and their representations in decision-making process are not as high as they participate in governing body.

Gender Equality at the Heart of Decent Work is a report presented in International Labour Conference, 2009. Here the report describes obstacles those remain for the achievement of gender equality, such as poor implementation and enforcement of national policies. These occur at various levels; while it is increasingly accepted that obtaining and using sex-disaggregated data is the only firm basis for an accurate situation analysis and for gender-responsive planning, and for monitoring and evaluation, national capacity remains weak. The report further included that the development policies and programmes must challenge stereotyped assumptions about gender roles that have become systemic and proactive measures should be used, such as affirmative action, awareness rising on workers' rights, lifelong skills development, and women's economic empowerment.

Considering the Role of Men in **Gender Agenda Setting: Conceptual and Policy Issues** by Yakin Ertürk highlighted the issue of international gender equality agenda, which evolved into one of mainstreaming gender perspective into all policies and programmes. Within this process, the role of men gained increasing attention in the debates on gender equality. E author also pointed out that this is another step forward in the global efforts for achieving equality between women and men, its potential risks should not be overlooked. Therefore, it is necessary to revisit the concept of gender, carefully assess, and monitor how the role of men is included in the agenda. This article starts with the premise that gender inequalities are the product of historically determined gender order in which the differentially assigned male female attributes are unequally structured in layers of privileged and subordinate positions of masculinities and femininities. The concept of patriarchy is brought back into the analysis to capture the inter-linkages between the various status hierarchies that lead to shifts in hegemonic forms of masculinity that reproduces itself under diverse and changing conditions. Thus, while the article attempts to account for the generic and universal characteristics of gender inequality, at the same time, it draws attention to its specific socio-cultural manifestations. Finally, policy guidelines are offered for the consideration of the role of men in gender agenda setting. Accordingly, it is suggested that men's initiatives for alternative masculinities are acknowledged and that the questions regarding which men, in what kinds of alliances and for which end are reflected upon in formulating policies.

In **Closing the Gap Putting EU and UK Gender Policy into Practice – South Africa, Nicaragua and Bangladesh**, Zohra Khan has described that being clear what gender means, setting goals, doing systematic gender analysis, training staff, providing real leadership, and assigning the money for implementation – all these will help close the gap between existing gender policy and practice.

Strategic Gender Mainstreaming in Oxfam GB by Elsa Dawson describes and assesses a strategy to mainstream gender issues in the South America region of Oxfam GB, both in its programme and in the organization's internal systems and procedures. The study shows that relating gender equality to strategic thinking is key to its effective incorporation into a programme. It also articulated that if staff do not see gender equality as a central part of what they are meant to be working on, they are unlikely to dedicate time to it. This depends on both managerial clarity and written plans.

Froniga Greig, in a paper titled as **Gender at Work: Increased participation requires institutional change**, expressed that several core gender issues in employment are reviewed with specific reference to the effectiveness of national level initiatives, which have attempted to reduce the gaps. The author also argued that policy initiatives in gender and employment must be supported by a focus on institutional change at both the workplace and the national level. The author also stated examples of possible changes those include introducing gender responsive budgets, gender analysis in legislation and the adoption of operational changes in the workplace as necessary steps towards gender equality.

With these there are some more literature regarding the concept of gender mainstreaming are emphasizing on procedure to implementation and good practice mainly. As many of the scholars have argued that NGOs, they themselves are in lack of knowledge and capacity in case of putting the gender in practice from concept; these literature can linked the scenario to see how the NGOs are practicing the gender mainstreaming concept.

Chapter 3: Conceptual and Theoretical Underpinnings for the Study

3.1 THE CONCEPT

The commonly accepted and most widely used definition of gender mainstreaming is the one adopted by the United Nations' Economic and Social Council: "Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality." (UN ECOSOC, 1997)

Typical official discourse in gender mainstreaming manuals tells us that, at the fourth UN International Conference on women held in Beijing, 'gender mainstreaming' was established as the internationally agreed strategy for governments and development organizations to promote gender equality (Lyons, T. et al, 2004). This was in response to consistent lessons that have emerged from at least twenty years of experience of addressing women's needs in development work (Derbyshire 2002). However, gender mainstreaming continues to elude accurate definition because of bureaucratic jargon that conflates policy and practice.

The Beijing Platform endorsed gender mainstreaming for Action at the Fourth World Conference on Women, held in Beijing in 1995. The goal of this action was for, 'governments and other actors [to] promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes, so that, before decisions are taken, an analysis is made of the effects on women and men, respectively' (UN, 1995). Ultimately, the goal of gender mainstreaming is gender equality (Baden and Goertz, 2001).

Gender mainstreaming seeks to include both women's and men's concerns and experiences in overseas development projects and in the design, implementation, monitoring and evaluation of all legislation, policy and programs across government departments, so that women and men benefit equally. According to the mainstreaming

rhetoric, men and women should participate equally in decision-making processes and planning in order to influence the entire agenda. Often agenda setting becomes the preserve of development practitioners and elite members of any given society, and an international approach to gender mainstreaming may be limited by its capacity to change the local distribution of resources (Lyons, T. et al, 2004). Gender mainstreaming was adopted mainly to address the perceived failure of previous strategies such as women-specific projects to bring about significant changes in women's status. There was widespread consensus that the failure of women-specific projects in the 1970s and 80s was due to their marginalization. Gender mainstreaming was designed to overcome this marginalization and to bring gender equality issues into the core of development activities (Mehra and Gupta, 2006).

Lyons has argued that Third World women are silenced by Western feminist discourses 'in the very speech intended to liberate [them] from oppression' (Lyons, T. et al, 2004). Western women and men continue to maintain the monopoly or authoritative voice within the discourses of the WID, WAD, GAD parade and now within gender mainstreaming (Sylvester 1995; Baden and Goetz 2001; Crewe and Harrison 1998; Jahan 1995, 1997 and Lyons, T. et al, 2004). In fact, several authors argue that very little has changed within feminist development approaches, despite the emergence of gender mainstreaming as a dominant policy approach since the Beijing conference. Are we just witnessing a discursive shift in acronyms from WID to WAD to GAD to GM?

INTERPRETATIONS, APPLICATIONS AND RESULTS OF GENDER MAINSTREAMING

As currently understood, gender mainstreaming encompasses all aspects of planning, implementing and monitoring any social, political or economic action (Mehra and Gupta, 2006). A common understanding is that implementation involves changes in both "internal" organizational and "external" operational procedures. The former refers to changes needed within organizations to embrace the goals and values of gender mainstreaming and to alter systems and procedures to meet these goals. Changes may include staffing and personnel policies such as hiring more women or appointing a particular percentage to leadership positions or more structural elements such as changing the "culture" of the organization through gender equality mandates to make the work place more egalitarian. The "external" dimension generally pertains to the steps needed to

mainstream gender into development operations such as design, implementation, and evaluation. These steps may include influencing goals, strategies, and resource allocations at the start and providing specialized gender technical input such as gender analysis and technical assistance for the design, implementation, and evaluation phases.

In a somewhat different framework, Rao and Kelleher (2002) suggest three dimensions in which changes are needed—in gender infrastructure, within organizations and in institutions. Gender infrastructure involves putting in place gender policies, gender units, increased female staff and managers and additional resources for women's programs. Organizational changes, similar to the "internal" formulation, pertain to "deep structure" such as improving the work-family balance and equalizing power relations within organizations. Institutional changes refer to broader societal shifts needed to change embedded power relationships and gender roles and relationships throughout the social structure in families, communities, markets and the state. In their view, gender mainstreaming involves the development and implementation of processes, capacities and techniques, as well as shifts in structural and normative dimensions such as beliefs, norms and power. While it is true that achieving gender equality in society requires all these changes, this formulation is missing a discrete focus on development operations, the more immediate concern of development organizations (Mehra and Gupta, 2006).

In response to the call for gender mainstreaming many development organizations, private donors and NGOs took steps to implement mainstreaming policies. They set up gender units, hired gender specialists, and adopted gender training. Some organizations also made budget allocations. On the operational side, they required gender analysis at various stages of development assistance and some started working with other organizations such as civil society or country governments and other donors (Hannan 2004 and UNESCAP 2003).

At the country level, governments established national women's machineries (ministry, department or office), charging them with responsibility for gender mainstreaming throughout government institutions and operations. In practice, women's machineries played multiple roles as policy coordinating units, knowledge and support providers and advocates and catalysts. Like development organizations, they also appointed gender specialists and focal points and launched training programs for all staff. A few countries also established accountability mechanisms to assess progress (Mehra and Gupta, 2006).

The early and necessary steps to put structures and systems in place to begin to implement mainstreaming policies soon became the focus of gender mainstreaming. In the decade following Beijing, a great deal of energy and resources went into getting the organizational culture right. Organizations launched extensive transformation processes to restructure internal systems and procedures and to change attitudes and values, especially male bias, primarily through gender training. Some international development agencies such as Oxfam GB and NOVIB also involved their developing country partners in these efforts (Mehra and Gupta, 2006). Other developing country organizations such as BRAC themselves embraced these ideas and started their own programs (Dawson 2005; Rao and Kelleher 2002; NWFA 2002; Dueren 2001). Most organizations met significant resistance and faced a steep learning curve about what it takes to change people's attitudes and values (Dawson 2005; Sandler 2002; Dueren 2001). As the realization grew that they were involved in a lengthy process, some organizations extended their time schedules and intensified their efforts. Others abandoned them.

During the decade of focus on internal organizational change, a new understanding began to emerge that gender mainstreaming required organizations to first demonstrate their own commitment to gender equality goals and values and that this had to be done through significant internal organizational change (Mehra and Gupta, 2006). This understanding solidified into a stronger implicit assumption that internal organizational changes were a pre-condition for mainstreaming gender in operations. As Oxfam staff put it, "could we realistically expect to achieve at the programme-level what we could not achieve in our own workplace (Moser and Moser, 2005)?" Moser and Moser also report that organizational culture was mentioned as a constraint to successful gender mainstreaming by international NGOs and their developing country partners, and by the UNDP and DFID. The result of these understandings was an absence of focus on gender in operations and the loss of a decade of opportunity to acquire experience and learning and to show impact on development on the ground.

Recent reviews and evaluations show a huge gap between policy commitments made at Beijing and actual implementation (Hannan, 2004 and Moser and Moser, 2005). In fact, evaluators assert that policy commitments to gender mainstreaming "evaporated" or became "invisible" in planning and implementation (MacDonald, 2003). Other assessments describe implementation as "patchy" and "embryonic." The gap is most pronounced in mainstreaming gender into operations (Mehra and Gupta, 2006). A review

of UN agencies found that many had not even taken the first step of using gender analysis to inform policies and programs (Hannan 2004). In 2005, Moser and Moser studied with 14 international development agencies representing a mix of bilateral and multilateral donors, UN agencies, and non-governmental organizations (NGOs) and also found that gender was not reflected in country and strategy documents. Since these documents form the basis for developing sector programs and interventions, this shortcoming at the start of the process is reflected throughout planning design, implementation, monitoring and evaluation processes. Perhaps reflecting the imbalance between internal organizational focus and programming, a DAC (Development Assistance Committee) review found that evaluations also focused exclusively on organizational mainstreaming processes and not on results (Watkins, 2004), even though the goal of gender mainstreaming is precisely to have an impact and to show results—to demonstrate development effectiveness.

A second widespread understanding that limits gender mainstreaming is that all staff should be responsible for its success (Mehra and Gupta, 2006). A potentially contrary outcome of this understanding is that when mainstreaming is everyone's task, it can become nobody's responsibility. This was the experience of the Dutch government in attempting to mainstream gender throughout the policymaking process. An immediate consequence of the policy's adoption was closure of all gender equality offices at the local level – nobody assumed specific responsibility, procedures did not change and, as a result, gender equality policies totally disappeared from local government (Verloo, 2001). There is a real danger that gender equality goals can be swept away by the mainstream, instead of changing it. Worse still, it can provide an easy "out" for not addressing gender in an effective and coherent manner.

Evidence from experience shows that most staff does not assume gender mainstreaming responsibilities and let alone fulfill of it (Mehra and Gupta, 2006). In most cases, the task falls upon key individuals who are willing or appointed to take on the responsibility. Many factors are involved for this lack of commitment to assume gender-mainstreaming responsibilities. Staff may be reluctant to take on additional work or they may feel they lack the knowledge and skills for it. Also, and importantly, they may lack motivation because they may not see a connection between incorporating gender considerations and their own work goals and plans (Khan, 2003; UNDP, 2006; UNESCAP 2003).

Along with the requirement for all staff to be responsible for gender mainstreaming comes the expectation that they should be gender aware and responsive, conversant with gender issues and knowledgeable about them (Mehra and Gupta, 2006). Often, they do not have this knowledge and may express the sentiment that this is a personal obstacle in addressing gender issues. Oxfam GB's country-based staff, for example, stated that their work on gender was not up to level "because they lacked training and would welcome an opportunity to obtain it."(Zuckerman, 2002) Acknowledging the difficulty, organizations attempted to address it in various ways, the most important being via training and by the appointment of gender focal points.

The role of gender focal points is to act as resource persons, complementing and supplementing the work of gender specialists, thereby extending more widely the outreach of a gender unit within an organization (Mehra and Gupta, 2006). In many cases, however, gender focal points have not been successful. They are often marginalized. They tend not to be gender experts themselves, they are often young and inexperienced. They take on or assigned as focal point duties in addition to their routine responsibilities, and can experience difficulty managing their competing time demands and responsibilities. Rao Gupta (2004) found this case in World Health Organization (WHO), which is almost same in all other development organizations.

The experience with training has generally been less than satisfactory. Staff "pushed" to perform quickly demand training, as reflected in the quote from Oxfam GB cited above. Organizations invested much in terms of time and resources in all types of training such as gender sensitization, gender concepts and analysis rather than project based training (Mehra and Gupta, 2006). Largely, the response to a decade of training has been dissatisfaction reflected in negative attitudes towards gender issues and continuing lack of understanding about basic concepts. Training participants claim they are unable to see the relevance of the training and that they do not acquire the skills they need to apply it to their own work. Curiously, the dissatisfaction ends up being identified as a "need" for more and better training at all levels (Moser and Moser, 2005). It does not translate, as it should, as a need for a completely different type of technical and hands-on sector-specific and project-specific training that builds capacity to integrate gender into specific types of operational work.

A decade after Beijing, thus, gender mainstreaming is in crisis (Mehra and Gupta, 2006). There is a sense among some proponents that it has fallen off the agenda of international organizations and countries and, in some cases, it has been displaced by attention to the MDGs (Watkins, 2004). They are, therefore, discouraged. They feel that little has been accomplished and less has changed (MacDonald, 2003; UNDP, 2006; World Bank, 2005; Watkins, 2004,). However, these circumstances may be hasty and the disillusionment premature. Gender mainstreaming has not been pursued fully or systematically enough to support definitive conclusions about its success or failure. In most cases, the process is incomplete or not properly implemented and, in some cases, it has been abandoned midstream. Most importantly, especially in the context of multilateral and bi-lateral development organizations, the process of gender mainstreaming has stopped short of operations—of the very dimension that affects development on the ground and can show results in terms of development effectiveness.

Gender should not be added to programs or projects but should be incorporated, as an essential ingredient, like yeast in bread. This should be done from the very beginning and in all aspects of the organization, its programs and projects. Only then, will the gender approach work and be effective. However, a few organizations that have been successful in mainstreaming gender into their operations offer important initial lessons for speeding up the process of gender mainstreaming where it really counts—in improving development effectiveness and the lives of people, both women and men (Mehra and Gupta, 2006).

3.2 THEORETICAL FOUNDATION

This section deals with the analytical framework used in this study. As, gender mainstreaming implementation is actually a process of implementing policy (gender policy of the organization) this study has considered the policy implementation theory.

POLICY IMPLEMENTATION

According to Pressman and Wildavsky (1973: xiii-xv), "implementation means just what Webster [dictionary] and Roget [thesaurus] say it does: to carry out, accomplish, fulfill, produce, complete." According to their seminal book on the subject, "Policies imply theories. Policies become programmes when, by authoritative action, the initial conditions

are created. Implementation, then, is the ability to forge subsequent links in the causal chain so as to obtain the desired result."

Van Meter and Van Horn provide a more specific definition (1975: 447-8): "Policy implementation encompasses those actions by public or private individuals (or groups) that are directed at the achievement of objectives set forth in prior policy decisions."

Paul Berman (1978) and Nakamura and Smallwood (1980) define implementation simply as the processes of carrying out an authoritative decision-i.e. a policy choice. On a similar note, Edwards (1980: 1) defines it as "the stage of policymaking between the establishment of a policy-such as the passage of a legislative act, the issuing of an executive order, the handing down of a judicial decision, or the promulgation of a regulatory rule and the consequences of the policy for the people whom it affects."

Policy Implementation is the stage of policy-making between the establishment of a policy and the consequences of the policy for the people whom it affects. Implementation involves translating the goals and objectives of a policy into an operating, ongoing program. The policy implementation has three (3) elements:

1. Creation of a new agency or assignment of a new responsibility to an old agency
2. Translation of policy goals into operational rules and development of guidelines for the program
3. Coordination of resources and personnel to achieve the intended goals.

THEORETICAL FRAMEWORK

Implementation is the process of turning policy into practice. However, it is common to observe a gap between what was planned and what actually occurred as a result of a policy. There are three major theoretical models of policy implementation (Buse et al, 2005).

Top-down Approach: This approach sees policy formation and policy execution as distinct activities. Policies are set at higher levels in a political process and are then communicated to subordinate levels, which are then charged with the technical, managerial, and administrative tasks of putting policy into practice. Political scientists have theorized that the top-down approach requires that certain conditions be in place for policy implementation to be effective including:

- Clear and logically consistent objectives
- Adequate causal theory (to how particular actions would lead to desired outcomes)
- An implementation process structured to enhance compliance by implementers (incentives and sanctions)
- Committed, skilful implementing officials
- Support from interest groups and legislature
- No changes in socio-economic conditions that undermine political support or the causal theory underlying the policy
- Adequate time and sufficient resources available
- Good coordination and communication

Problems associated with the top down approach:

- It is very unlikely that all pre-conditions would be present at the same time
- Only adopts perspective of those in higher levels of government and neglects the role of other actors
- And therefore, it risks over-estimating the impact of government action (neglects other factors)
- Difficult to apply where no single, dominant policy or agency is involved
- Policies change as they are being implemented

Bottom-up Approach: This approach recognizes that individuals at subordinate levels are likely to play an active part in implementation and may have some discretion to reshape objectives of the policy and change the way it is implemented. The bottom-up approach sees policy implementation is an interactive process involving policy makers, implementers from various levels of government, and other actors. Policy may change during implementation.

Problems of the bottom-up approach:

- Evaluating the effects of a policy becomes difficult
- Difficult to separate the influence of individuals and different levels of government on policy decisions and consequences. (Important for bureaucratic accountability)

Principal-agent Theory: In each situation there will be a relationship between principals (those who define policy) and agents (those who implement policy), which may include contracts or agreements that enable the principal to specify what is provided and check that this has been accomplished. The amount of discretion given to the agents and the complexity of the principal-agent relationship are affected by:

- The nature of the policy problem- including scale of change required, size of affected group, simple vs. complex intervention, ill-defined vs. clear policy, many cause vs. single cause, degree of political sensitivity, length of time before changes become apparent.
- The context or circumstances surrounding the problem- political and economic climate, technological change
- The organization of the machinery required to implement the policy- number of formal and informal agencies, amount of skills and resources required

In practice, whether policies are implemented from the top-down, bottom-up or according to the principal agent theory, policy implementation involves three activities (Anderson and Hussey, 2006):

Interpretation: translation of the policy into administrative directives

Organization: establishment of administrative units and methods necessary to put a programme into effect

Application: routine administering of the service

CONCEPT FROM TOP-DOWN APPROACH

This study has found that the Top-Down approach starts with a policy decision and examined the extent to which its legally mandated objectives are achieved over time. This approach starts from the top with the leadership commitment (Work Info, 2010). A high-level strategy is developed, complete with vision, mission and goals. Some basic elements of the top-down approach include leadership development, training, equal employment and zero tolerance policies, social responsibility initiatives, recruitment and retention programmes, linking diversity to business goals, and culture-change initiatives. While this approach is a good way for upper-level leaders to visualize and articulate the creation of an inclusive environment within the organization, the actual implementation of these

concepts throughout an organization is hard work and requires the ability to "see" the workplace from the bottom up. By the time the flow of information reaches the lower levels of the organization, the message may have changed, the issues may be misunderstood, and what once was a comprehensive stream of goals and strategies may now only be a sea of random thought. Or, it may never get to the bottom at all. And if that happens, the organization will be cycled back to the beginning stages of planning its diversity model, which will be both costly and time-consuming for everyone involved.

APPLICABILITY OF THE CONCEPT OF TOP-DOWN APPROACH TO PRESENT STUDY

The present study is assessing the gender mainstreaming implementation (the progress in terms of number) within the organization (NGO). The gender mainstreaming implementation is expected to be based on the implementation guideline adopted by the organization.

Gender mainstreaming implementation considers development of a wide variety of processes, policies, and strategies to promote awareness and appreciation of equal participation of male and female, ensure fair treatment and thus create a culture of inclusion (gender goal).

The concept goes with the main spirit of Top-Down approach, where it has been stated that Top-Down approach started with a policy decision (the implementation guideline).

Reviewing the literature it has found that initially gender mainstreaming practice was imposed by bilateral or multilateral donors in our country. The key informants has opined the same. They have also said that, the process of gender mainstreaming includes policy and strategic plans first, then basic support (both knowledge based training and monetary) for initiation, then comes implementation. The policy adoption and supportive actions (training, finance and assessment) are very much responsible for progress in the gender mainstreaming in the NGO sector. This study is an attempt to observe the policy practiced by supportive actions. All the above mentioned issues seemed to be directly or indirectly linked with the Top-Down policy implementation Taking the concept from the top down approach to satisfy the relation some dependent and independent variables are selected.

The dependent variable of this study is Gender Mainstreaming Implementation (in terms of number). The independent variables are- Organizational Competency, Resource, Staffs' Allegiance and Assessment. The operational definitions of these variables are discussed in chapter four (page-33 to 36).

Chapter 4: Analytical Framework and Research Design

Gender mainstreaming is not a process for which the target groups are only women. Gender mainstreaming provides indication for integrating men and women's experiences and needs into development at all levels. It ensures that all our work, and the way we do it, contributes to gender equality by transforming the balance of power between women and men.

But, still many NGOs do target women for doing gender, and a considerable number still lack articulated gender policies and action plans by which progress on gender equality goals can be assessed. Indeed, there are facts of increasing collaboration between NGOs and government at both the program and policy levels – although this is an area where still further progress needs to be made (KFW, 2006). As NGOs are channeling the gender mainstreaming process in such a trend that they are also now a days under greater public inspection that how they themselves are doing in this regard.

4.1   ANALYTICAL FRAMEWORK

It is observed while reviewing literatures that many scholars for example Johana Schalkwyk, Beth Woroniuk, Helen Thomas, Froniga Greig and Zohra Khan have argued that institutionalization through internalizing the concept of gender is very important for mainstreaming it which further can attain support by organizational resource, senior management and staff level accountability and proper assessment for effectiveness.

This study sets its analytical framework considering their views of institutionalization of the gender mainstreaming process and the premises of the hypothesis it has considerate. The analytical framework is depicted below in figure 1.

FIGURE: THE ANALYTICAL FRAMEWORK OF THE STUDY
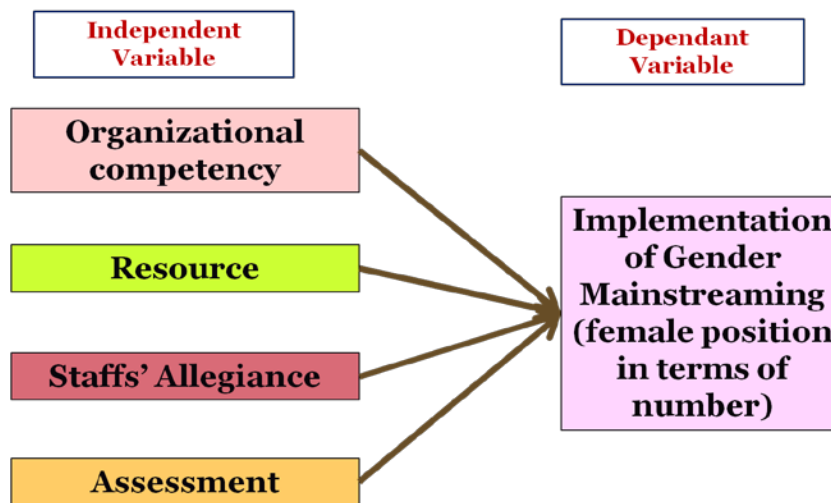
Figure 1

4.1.1. OPERATIONAL DEFINITION OF THE KEY TERMS OF ANALYTICAL FRAMEWORK

Gender Mainstreaming Implementation

The term gender mainstreaming implementation usually includes gender-specific activities and affirmative action taken by society, organizations or government of a country, whenever women or men are in a particularly disadvantageous position (ILO, 2012). Gender-specific interventions can target women exclusively, men and women together, or only men, to enable them to participate in and benefit equally from development efforts. These are necessary temporary measures designed to combat the direct and indirect consequences of past discrimination. It may entail identifying the need for changes in that agenda. It may require changes in goals, strategies, and actions so that both women and men can influence, participate in, and benefit from development processes. This study has included Gender Mainstreaming (GM) implementation in terms of having more women participation especially at the decision-making levels.

Organizational Competency

Competence is a term that is used both scientifically and in everyday language. Underlying a large variety of meanings, it is possible to discern a small semantic core that is captured by the terms "ability", "aptitude", "capability", "competence", "effectiveness", and "skill". Competence can be attributed to individuals, social groups or

institutions, when they possess or acquire the conditions for achieving specific developmental goals and meeting important demands presented by the external environment.

A review of the many scientific uses of the terms "competence" and "competencies" shows that they are ascribed a variety of meanings: (a) all performance abilities and skills; (b) only those inherited, domain specific prerequisites necessary for acquiring primary knowledge systems (especially language); (c) learned (demand-specific) knowledge and skills; (d) individual needs for effectiveness; (e) subjective evaluation of the self; and (f) the entire set of cognitive, motivational and social prerequisites for successful action (action competence) (Weinert, 1999).

According to this study, competence is a learned, demand specific actions disposition that corresponding to the procedures need to be included in organizational course of action. And to this regard this study considers factors which influence institutional capacity and those which can be influential to increase staffs capacity regarding the issue of gender mainstreaming implementation at workplace. This study will examine the organizational capacity by looking into policy practice as well as good practice by the selective NGOs. Further, staffs' training will be the means of measuring the staffs' capacity for the respective NGOs.

Resource:

This study has indicated resource as having financial capacity, in an organization for addressing gender related issue, a central gender unit with policy responsibility, and a mandate to guide the overall gender mainstreaming process, and expertise or specialist for ensuring proper training provision for the staffs to enhance their capacity towards incorporating gender issues in plans and development actions.

Gender mainstreaming needs financial resources. Programme budgets as well as special budgets can be used to organize training, develop tools, do research, organize seminars and campaigns etc. Regarding gender units, it is found that some organizations have specific units to support the incorporation of gender issues into their programmes, while others combine the policy and programme functions. The allocation of resources for gender is political and often requires some lobbying.

Staff's Allegiance:

Allegiance is derived from the Old French liege meaning "lord and master." The word originally denoted devotion to a feudal lord. It is commonly heard in the phrase, "allegiance to the flag or to country." It means keeping a promise to be loyal or the action of actually being loyal and on someone's side. It has some synonyms of which duty and commitment are included. This study exercised Staffs' commitment in terms of Allegiance. No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objective and works as effective team member. Now in case of mainstreaming gender at workplace, it is not surprising to find staffs with stereotype beliefs regarding gender issues, as workplace is situated within the societies and people engaged here are societal people. Considering this, the study has used the term allegiance as organizational tool, which can make staffs loyal as well as committed to achieve organizational goal of mainstreaming gender.

Assessment:

After an organization has designed and implemented interventions that address gender inequalities and promote equal outcomes for men and women, it is important that it assess these policies, programs, and projects from a gender perspective. This is referring to have the scope to assess the extent to which managers and staffs are incorporating gender sensitivity in the process of gender mainstreaming implementation. In this study, assessment considers monitoring and evaluation (M&E), auditing and research from the perspective of gender mainstreaming implementation.

Monitoring is essentially about making sure that the organization stays on track – that resources are being used the way they were planned for, and that interventions are having the impact that they were designed to have. Monitoring provides the organization with the opportunity to revise its efforts along the way if it finds that they are not going in the direction expected or not achieving the intended objectives. Monitoring is about the collection, recording, analysis, reporting, and use of information about the implementation progress of policies/program/projects. Monitoring is conducted and used at different levels of the system (national, local, sector, program and project) and for different aspects of the process (inputs, process, outputs, outcomes, and impact).

Evaluation is a systematic approach for assessing whether a policy intervention, program or project has achieved its objectives, measuring the impact of initiatives, and importantly, establishing good practices and lessons learned for the ultimate purpose of improving future initiatives. Evaluation is also important in relation to accountability for resources used. Policy and program designers and implementers should fulfill their accountability responsibilities to official funding bodies, public supporters, and especially to the people (both men and women) affected by the policy, program, or project.

Auditing Gender implementation is a participatory process and tool for identifying challenges to integrating gender in the organization's systems and operations and in programs and projects.

4.1.2. DEPENDENT AND INDEPENDENT VARIABLES

Dependent Variable

This study is considering 'Implementation of Gender Mainstreaming (GM)' as the dependent variable. Here the dependent variable has included only one indicator and that is 'female participation in terms of numbers'. The operational definition of Gender Mainstreaming Implementation is given in section 1.7. According to this research 'participation in terms of number' is important. It helps to prevent female from becoming sideline in case of their participatory actions or in case of control over and access to resource for planning or implementing organizational responsibilities.

Independent Variable

The independent variables in this study are: Organizational Competency, Resource, Staffs' Allegiance and Assessment. The operational definition of competency, resource allegiance and assessment are described in the section 1.7. In this study, organizational competency is measured by organizational policy, good practices of the organization and staffs' capacity by training. Again, resource is measured by budget allocated for the mainstreaming purposes and having gender unit and focal points and resource persons as expertise. Gender knowledge incorporated performance appraisal of staffs, legal obligation set by organization is measuring Staffs' Allegiance, and final again assessment is measured by M&E, auditing and research from gender perspective.

The list of dependent and independent variables along with their measurements is given below:

TABLE: THE DEPENDENT AND INDEPENDENT VARIABLES ALONG WITH MEASURES

Variables		Measures
Dependent Variable	Gender Mainstreaming	Female Position in terms of Number
Independent Variables	Organizational Competency	Organizational Policy, Good Practices followed by organization, Staffs' capacity by Training
	Resource	Budget, Gender Unit / Focal Points, Resource Persons
	Staffs' Allegiance	Gender Knowledge Incorporated Performance Appraisal, Legal Obligation Set by Organization
	Assessment	M&E, Auditing and Research

Table 1

4.1.3 ARGUMENT ABOUT THE RELATIONSHIP BETWEEN THE DEPENDENT AND INDEPENDENT VARIABLES

Here the study continues with the argument that the dependent variable is a function of the independent variables, that is:

GM = f (Organizational Competency, Resource, Staffs' Allegiance, Assessment)

And any change in independent variables will produce a change in dependent variable. The correlations between dependent and independent variables are positive.

4.2 RESEARCH METHODOLOGY

Research methodology generally means the way of achieving the study objectives. To be more precise, it primarily focuses on the type of study (basic or applied), the method of reasoning (deductive or inductive), category of study (qualitative or quantitative), approach of study (case or comparative). It includes method(s) of data collection along with the justification of using the method(s). It also includes basic parameters to be

chosen related to the selected method(s). In addition to that, the instruments for gathering data also fall within the definition of methodology of a research (Aminuzzaman, 1991). This section presents the methodology applied for collecting and processing data. It will elaborate research methods and techniques used for data collection and analysis.
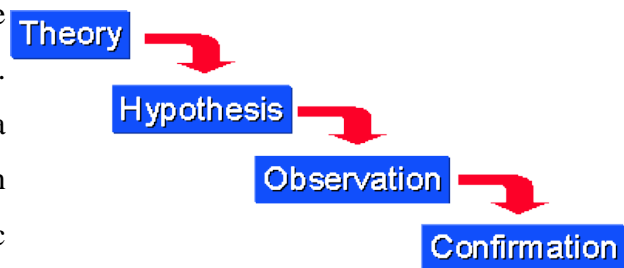
4.2.1. TYPE OF STUDY

This study is an applied study. Applied study is done mainly by using basic research or past theories, knowledge and methods for analyzing an existing situation. It deals with practical problems. It is opposed to pure research, which is not problem-oriented, but for the increase in knowledge, which may or may not be used in future. This applied study focuses on uncovering what needs (if there is any) are not being met.

4.2.2 METHOD OF REASONING:

In logic, there are two broad methods of reasoning, the **deductive** and **inductive** approaches. This study is following a deductive reasoning approach.

Deductive reasoning works from the more general to the more specific. Sometimes this is informally called a "top-down" approach. We might begin with thinking up a *theory* about our topic of interest. We then narrow that down into more specific *hypotheses* that we

Figure 2: Deductive Reasonng

can test. We narrow down even further when we collect *observations* to address the hypotheses. This ultimately leads us to be able to test the hypotheses with specific data -- a *confirmation* (or not) of our original theories. This study is observing a case by following the theory of implementation and thus it is following the deductive reasoning approach.

4.2.3 CATEGORY OF THE STUDY:

The category of this study is qualitative. Qualitative is all about exploring issues, understanding phenomena, and answering question(s). It is used to understand people's

beliefs, experiences, attitudes, behavior, and interactions. Some of the characteristics of qualitative study are:

- Purpose: Understanding - Seeks to understand people's interpretations.
- Values: Value bound - Values will have an impact and should be understood and taken into account when conducting and reporting research.
- Data: Subjective - Data are perceptions of the people in the environment.
- Instrumentation: Human - The human person is the primary collection instrument.
- Conditions: Naturalistic - Investigations are conducted under natural conditions.
- Results: Valid - The focus is on design and procedures to gain "real," "rich," and "deep" data.

This study is shaped by utilizing these characteristics.

4.2.4 APPROACH OF THE STUDY:

This is a case specific intensive study. It just has observed the situation of gender mainstreaming implementation within two NGOs BRAC and Shushilan. This study does not intend to make any comparison between the two cases as the two NGOs have various dissimilarities for example dissimilarities in terms of size, operational mode. Rather this study has a intention to explore how the gender mainstreaming is implementing in NGOs having various disparities.

4.2.5 POPULATION AND SAMPLES

This study is focusing two NGOs for data collection of which one is BRAC, the largest NGO of Bangladesh and the other is Shushilan, a Khulna region based NGO. In order to collect primary data, this study is considering the opinion of staffs. For example, their knowledge on gender or the organizational practices known to them. Both BRAC and Shushilan have different type of staffs, such as BRAC has three types of staffs; full time staffs, BEP teachers and Health workers. Then again, Shushilan also has three types of staffs; full time staffs, part time staffs and volunteers. This research considers only full time staffs as its sample unit. And the sample method is purposive.

As BRAC is a very big organization having 43,593 full time staffs including male and female, this study is considering two development programs of BRAC in order to observe the current situation of gender mainstreaming implementation in terms of female

participation in terms of number. This two development programs are BRAC Health Program (BHP) and BRAC Education Program (BEP). With these two programs, this study also focused on the activities of Gender Justice and Diversity (GJ&D) section as it is responsible for doing respective actions and cross-check progress from gender perspective within BRAC. Again, as, both BHP and BEP is covering all the 64 districts of Bangladesh and have respectively 4967 and 5071 staffs in total, this study is considering staffs of urban regional office for BHP (only Dhaka Regional Office for BHP) and staffs of rural regional office for BEP (only Khulna Regional Office for BEP) along with the staffs of Head Office for both programs. Thus, the study utilizes a scope to analyze gender mainstreaming situation in both the regions. As a result, the population size for BHP is **734** full time staffs (including **652** in Khulna Regional Office office and **82** in Head Office) and sample size is **6** full time staffs (including **3** in Regional office and **3** in Head Office). All over again, the population size stands for BEP is **630** full time staffs (including **509** in Regional Office and **121** in Head Office) and sample size is **6** full time staffs (including **3** in Regional Office and **3** in Head Office). And in case of GJ&D, this study considers only head office and thus population size is **35** full time staffs and sample size is **3** full time staffs.

As, the study is considering female participation in terms of numbers, it focuses those areas or regions where the disparity in terms of participation of male and female staffs are much less. Thus it finds Khulna for BEP and Dhaka for BHP as respective areas for investigation about the situation because the participation of male and female staffs has less disparity in terms of numbers in these areas. In Khulna, BEP has **249** female and **260** male; in Dhaka BHP has **717** females and **724** males (according to the data of program and division wise sex disaggregated data of staffs of BRAC, June 30, 2012, annex 4). For GJ&D the research considers head office as because except Dhaka only Rajshahi has female staffs (**8** female and **51** male). Furthermore, the study intends to see only the strategic planning part covered by GJ&D within BRAC and hence it considers the head office only.

On the other hand, Shushilan is a small organization having **289** full staffs. However, here also this study took an advantage to go for more snappy arrangement and considers the staffs of the main Khulna Office. Therefore, the population size set for Shushilan is **40** full time staffs and sample size is **10** full time staffs.

4.2.6 DATA COLLECTION AND INSTRUMENTATION

This study has included two type of data to analyze the situation; primary data and secondary data. In order to collect primary data the study followed personal interviews and case study. Conversely, the secondary data was collected by doing content analysis.

Primary Data Collection

Primary data collection focused on acquiring data related to the facts like staffs capacity or knowledge regarding gender, examining some of the procedures followed by the organizations in order to gender mainstreaming implement.

Personal Interview: This study has gone through fifteen personal interviews from BRAC (six from BHP, six from BEP, and three from GJ&D Section of BRAC). On the contrary, ten personal interviews were taken from Shushilan (Executive Director, four senior staffs, one mid level staffs and four junior staffs).

Furthermore, the study has taken two expert interviews of which one is a practitioner from gender perspective, practicing at BRAC (Sheepa Hafiza, Director, GJ&D Section) and the other is an academician from the Department of Public Studies of University of Dhaka and experienced in gender related research (Dr. Lasna Kabir).

Case Study: The study has included four case studies of which two were from BRAC and two were from Shushilan. The case studies were collected from the interviewees' information and here the names were hided for authenticity.

Secondary data collection:

The secondary data collection part included content analysis for discovering sex-disaggregated data, policies and procedures

Content Analysis: Content analysis incorporated literature citation from organizational publication, reports, different policies or manuals and organizational websites of both of BRAC and Shushilan.

4.2.7 DATA ANALYSIS

This is a mainly a qualitative research. Qualitative data of this research consist of word and observations. Categorization of data, patterns and connection identification between categories and interpretation will the procedure of data analysis of this research.

This study includes research design and methodology aiming at producing qualitative natured research. It emphasizes the importance of looking variables in the natural setting of research area and to analysis the research question by testing hypothesis it is considering narrative explanation or interpretative way to discussion.

4.2.8 QUALITY CONTROL

The quality of data is ensured in the following way:

* The researcher herself has pre-tested the questionnaire and has incorporated necessary changes
* The researcher has conducted the personal interviews and has taken important short notes. With that, she has also used a tape recorder with permission of the respondents. After that, the field notes and recordings has been translated and elaborated by the researcher at the end of the day after the interview.

4.2.9 RELIABILITY AND CROSS VALIDATION OF DATA

The primary data for this study has been collected from the respondents who are full time staffs of BRAC and Shushilan. Caswell and Miller (Caswell, 2009, p.1910) opines that validity has been one of the important strengths of qualitative research. Validity refers to trustworthiness of data, which is subject to the measurement of the phenomenon, research problem. Data gathered in this study are crosschecked with as many sources as possible with a view to ensure their validity and reliability.

Chapter 5: Analysis of Data

Gender mainstreaming aims to gender equality and equity, which means that women and men enjoy the same status. The situation indicates that women and men have equal conditions for realizing their full human rights and potential to contribute to national, political, economic, social, and cultural development, and to benefit from the results (CIDA, 2011). For this, it is argued by scholars that gender mainstreaming cannot be a process for which only women will selected as the target groups. Gender mainstreaming emphasizes the integration process of the experience and needs of men and women into development at all levels. It indicates that our every activities and the process of activities contribute to gender equality and equity by transforming the balance of power between women and men.

NGOs and other development partners and donors are now equally committed to gender mainstreaming. There have also been significant improvements in for women's rights and gender equality. But, still many NGOs do consider only women for doing gender, and a significant number of them still have no articulated gender policies and strategic plans to make progress in gender mainstreaming As NGOs are calling for the gender mainstreaming process in every sector of development that now a day people thinks that it needs to be inspected that how they themselves are doing in this regard.

This chapter includes the data presentation as well as the analysis of presented data. The data collected from the selective NGOs, BRAC and Shushilan is presented by two separate parts and respective analysis takes place sequentially. As both the NGOs are dissimilar regarding their size, coverage, activities, operational process, budget along with some other areas, this chapter has taken a scope to go for separate data presentation and analysis.

ORGANIZATION OF DATA ANALYSIS

The whole data presentation and analysis part is stated by two different case specific studies of which one is for BRAC and the other is for Shushilan. Each case specific study is expressed by following three different components. Firstly, the data related to independent variables is presented sequentially. Then, the data for related to dependent variable observed. Finally, there is a discussion to measure change (negative or positive) that is attained in dependent variable caused by changes (presence or absence) in

independent variable. After that, the procedure will test the hypothesis at the end. Over again, in another subsection a critical review part generates a scope to examine the situation that is continuing in both the NGO.

5.1 METHODOLOGY AND SAMPLE SIZE OF DATA COLLECTION

The research is mainly qualitative comprised of three methods for data collection which are personal interviews, case studies and content analysis. By personal interviews this research has collected primary data and by content analysis it seeks for secondary data. The methodology is depicted below in the figure 2 and sample size along with methodology is stated in table 2.

FIGURE: RESEARCH METHODOLOGY
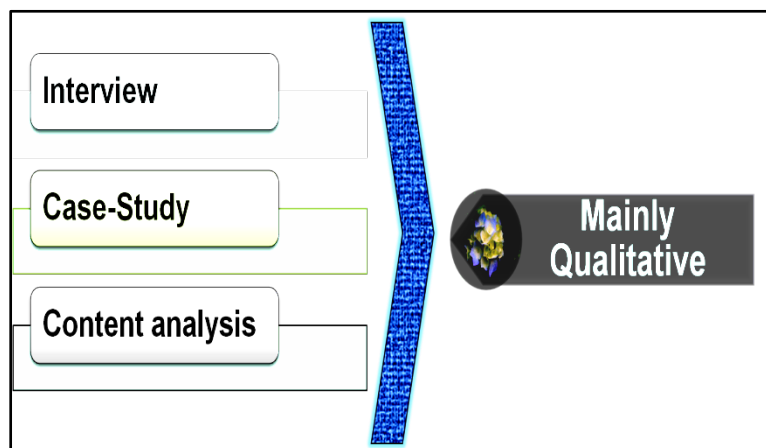
Figure 3

TABLE 2: SAMPLE SIZE ACCORDING TO METHODOLOGY

Data Collection		Respondents			
Type of Data Collection	**Method of Data Collection**	**Orga-nization**	**Types of Respondents**		**Number Of Res-pondents**
Primary Data Collection	**Interview Method**	BRAC — GJ&D	Coordinator (Female)		1
			Senior level officer (Female)		1
			Gender Trainer (Male)		1
			Total Respondents of G.Dept.		3
			BHP — Head Office	Officer Level 12 to above (Male)	1
				Officer Level 12 to above (Female)	2
			BHP — Field Office (Urban)	Officer Level 8 to above (Male)	2
				Officer Level 12 to above (Female)	1
			Total respondents of BHP		6
			BEP — Head Office	Officer Level 12 to above (Female)	3
			BEP — Field Office (Rural)	Officer Level 8 to above (Male)	1
				Officer Level 8 to above (Female)	2
			Total respondents of BEP		6
			Total BRAC Respondents		15
		Shushilan	Executive Director (Male)		1
			Gender Focal Person (Female)		1
			Senior Officer (Male)		3
			Midlevel Officer (Female)		1
			Junior officer (Male + Female)		1+3=4
			Total Shushilan respondents		10
Total					**25**
Pry. Data Collect	**Case Study**	**BRAC**			1
		Shushilan			2
	Expert Interview	**Practitioner**			1
		Academician			1
Secondary Data Collection	**Content Analysis**	**Shushilan**			
		BRAC			

5.2 ANALYSIS OF DATA

The collected data is mainly qualitative and is categorized according to the independent variables to see how these are producing change either affirmative or negative in the working environment, which can farther alter the gender mainstreaming implementation. Considering the Gender mainstreaming scenario practicing in NGOs in Bangladesh, this study considers the research question, "what is the current state of Gender Mainstreaming approach of two NGOs in their internal operation and work culture?"

5.5 BRAC: A CASE STUDY

One of the key informants has said, "GM implementation inside the organization can be viable by through its political will (for example- gender responsive mission, vision and goal; then by financial commitment of the organization (budget provision)." She also said that gender auditing, and scope for training or awareness building are also very important in this regard. Again, she said, "GM implementation can also be traced by examining the strategies followed by the organization. For example; less hierarchy, aware organizational management and equal and active participation of male and female in case of decision making and program implementation." This section focuses the gender mainstreaming in BRAC.

5.5.1 APPROACHES TOWARDS GENDER MAINSTREAMING AT THE WORKPLACE

1. Attaining Organizational Competency:

According to the research design, the study is considering respective policy practice as well as good practice to examine the organizational capacity and staffs' training to inspect the case of staffs' capacity and thus look over the situation of organizational competency.

a) Policies Transiting Gender Mainstreaming Implementation:
i. BRAC Gender Policy:

According to BRAC website, BRAC Gender policy (Annex 13) was launched in 1997. This is an explicit policy with the aim of achieving gender equality within both the organization and its scope of work. In 2007, the policy has also been reviewed by following by thirty-eight policy review workshops at different levels of organization.

The policy has included its principles, organizational measures such as, organizational commitment, awareness, and capacity development for staffs, organizational culture regarding gender issue, accountability factors, and organizational development to implement Gender policy Operation Action Plan. With all these the policy has provision for program related measures and organizational resource to implement the policy like Gender Equality and Diversity Team (GEDT), Gender Justice and Diversity (GJ&D) Section, Gender Focal Point (GFP), Gender Trainer Team, Gender analysis framework, Gender Policy Operationalization Guidelines (GPOG), Annual Action Plan and Resource allocation.

ii.   BRAC Human Resource Policies & Procedures (HRPP)

BRAC HRPP contributes to maintain a close relationship between the organization and the staffs. The current HRPP is a revised version and it was revised by following a very participatory consultative process with the staff from all level. By reviewing the HRPP, it is found that the policy has included gender provisions in its all most all chapters, like; in conditions of employment chapter gender is addressed in various rules (Regulations of recruitment -2, 5, 8, staff recruitment board -2, placement of new staffs, time table of work -3, 4, promotion -7, transfer -6, 7, 8, 11, 12).

In addition, it has many conditions or rules relating gender or addressing gender promotion is others chapters such as in Service Benefit, in Classification of Leave and Regulation, in Job Separation and in some other segments. Furthermore, its fourth chapter addressing gender issue more deeply along with rules regarding sexual harassments.

In practice for example in case of recruitment, BRAC always states in its job advertisements that it is an equal opportunity provider (according to few senior officials among the respondents from BEP and BHP and GJ&D). Sometimes it recruits only females (one respondents from GJ&D has informed that the BRAC Learning Division has recruited only females at level 12)

iii.   Sexual Harassment Elimination (SHE) Policy

Sexual Harassment is a detested, deplorable, and punishable offence in every sense. Whenever it occurs, either in workplace or anywhere else, it violates human rights. In workplace, a staff is expected to be assessed based on merits. Therefore, an act of sexual

harassment means failure to sustain professional standard for which the management has to bear considerable responsibility as well.

According to the organizational website, BRAC has initiated and approved the SHE Policy on 2008. Sexual Harassment and Elimination (SHarE) Unit of BRAC and its Human Resource Department (HRD) are jointly working to implement the policy.

Finally, BRAC policies indicate the political will of BRAC.

b) Good Practice towards Addressing Gender Mainstreaming:

BRAC follows some good practice regarding some female friendly factors; like-

i. Proceeding recruitments by keeping the issue of equality in staffing; for example- job availability are advertised with the information that BRAC is a equal opportunity provider (according to one respondents of GJ&D and is validated by two other from the same unit and one from BHP though there found some electronic job post that has not included this statement, Annex – 9); only female recruitments in the top management level as well as general staff levels; women candidates are considered with special care (these are expressed by a good number of respondents of GJ&D).

ii. According to a larger number of respondents, BRAC is targeting some stereotype of job natures that there are some jobs especially not suitable for women; such as driving or security person. BRAC has appointed some female drivers in their transport section and it has generated it own security guards where it has appointed female as guards in security troupes.

iii. Woman respondent from BEP rural regional office has told that, BRAC has left the issue of bicycling or motorcycling for field visits by female staffs to their own consideration, which was a strict rule for every staffs (male and female) in earlier periods. Few other respondents have validated the situation.

iv. No organization policy of BRAC has made it clear that annual assessment of a female staff should take place in a normal procedure after maternity leave (by depending on prior performance of the leave. However, a good number of high officials among the respondents has informed that, it has become almost a regular practice that annual assessments are usually continues.

v. Almost all of the female respondents (who have child/children) of head office found very positive about BRAC child place at the head office, DOLNA. Few of these

respondents are found pleased with DOLNA as they keep their child/children here. Few have grown-up child/children but faced difficulties when DOLNA was not built. Moreover, few others were working some other organization where there was no childcare place within the office and have bitter experience with childcare issue. According to all of these respondents, DOLNA is considering caring for children of staffs of all levels and even staffs without levels during the working period. The children are accommodating in two floors according to their age group. DOLNA also promotes this concept to other organization through articles on national and in house newspapers. Few of these respondents have also informed that people from the Government and other NGOs visited DOLNA for gathering practical experiences on developing Child Care Centre. The following case study validates the situation:

Case Study 1

Sanjida has been working at BRAC head office for five years. She is a mother of two children. Her elder child 'Auritro' is an eight years old school going boy. He is in class three. Orony is her second child of two years old girl. Sanjida is keeping Orony at DOLNA. Now she is able to look after the kid for several times in the whole period of her working hour. Besides this, she can feed the baby launch and sometimes snaks also. According to Sanjida, Orony loves the child-place as she meets a number of children every day and can have lunch with the mother. "I cannot imagine what a pathetic time I passed at the time when "Auri" was a little kid. I was working other organization then. It had no child place and there was no body like my mother or mother-in laws in my house. I had to keep one and half years old 'Auri' to my maidservant at home and felt so guilty, so helpless that I thought to quit my job several times. Finally, my mother decided to come and looked after Auri with care. Moreover, I became reluxed. But, now I am happy with BRAC Dolna, as I am able to take-care Orony by myself and of course governesses of DOLNA are also caring."

Few very senior officers among the respondents have added that they found female staffs having child/children in DOLNA are more confident and serious about their official duties.

There are some other good practices tracing gender issues and all these practices are targeting gender friendly workplace for BRAC staffs. All those are linking BRAC towards attaining organization capacity by highlighting its commitments for the gender mainstreaming.

c) Staffs Training for Capacity Enhancement Regarding Gender Sensitivity:

One of the key informants who is a practioner has said, "Gender training for raising awareness is a part of learning." She again said that this learning becomes prosperous if action learning is incorporated with the classroom learning.

i. Trainings Provided by BRAC:

Gender trainings for BRAC staffs are specially conducted by the GJ&D section of BRAC. The whole training procedures includes training or sensitizing gender by following several training types; like:

- Gender Awareness Analysis Course (GAAC)
- Gender and Social Change (GSC)
- Gender in Reproductive Health
- Gender and Rights
- Gender awareness and Analysis & HIV/AIDS

Besides these training, BRAC performs some other gender trainings or gender sensitization action; such as-

- Gender awareness in orientation program
- Pre-service Training
- Awareness training provided by the SHarE unit
- PoJiSon (Poribortito Jiboner Shondhane), "A walk to explore new life", is another training program dedicated for staffs as well as programs targeting population to increase gender sense.

Besides all these training or training based awareness program, BRAC operates some other procedures and program for staff sensitization regarding gender mainstreaming.

- Gender Focal Points (GFP) are responsible to address gender equality through their program interventions following Gender Policy.
- Mon Khule Katha Bola (Open Mind Discussion) Forum to know about staff's status and opinion regarding decent working environment.
- BRAC Investigation Team to investigate sensitive cases on abuses and harassment and violation of BRAC HR Policy, Gender Policy, and She Policy.
- Mainstreaming gender equality in programm is a program to provide technical support to develop program wise Gender Analysis Framework, assist in formulating and reviewing manual, guideline, PP & IEC materials of different programs, develop gender sensitive monitoring indicator.

ii. **Staffs Understanding about Gender Awareness among respondent staffs of BHP and BEP: Impact of Training**

By conducting personal interview process, it is found that the respondents are very much aware about the issue of gender. They are able to distinguish the term gender from Sex. They seem to be well known about BRAC's policy practices and training process. Almost all of them received some sorts of training. They are informed that there is a hotline where they can pursue any complaint for any type of sexual harassments. However, females in field offices, both in urban and in rural area, found ignorant about some of the BRAC's programs which are beneficial for them; such as 'Mon Khule Katha Bola Forum' (the program is stated in second bullet point of previous paragraph).

Finally, the study has found by analyzing the opinion of the respondents and by reviewing the secondary data that, BRAC is trying to build a broad consensus that includes both men and women to do the gender mainstreaming implementation work. Moreover, for that reason it has touched the issues related to organizational competency, which includes the organizational capacity as well as staffs capacity.

2. **Resources for Accelerating the Mainstreaming Process**
a) **BRAC Budget:**

It is found that the unit responsible for Gender mainstreaming implementation, GJ&D, has approximately .4 of 1% of BRAC's overall administrative budget for this internal

work, although this figure is based on draft of BRAC gender audit report-2010 and not verified by the Finance Department. This study states that investment, to ensure gender mainstreaming in BRAC is included in all BRAC programs and activities, has been inadequate for BRAC considering its size. Again, the Gender Justice and Diversity Budget is 1.07% of the total development program budget (without microfinance). The gender report also note that from BRAC's own revenue GJ&D receives the smallest proportion – 4%. Considering the situation a board decision has placed that, "each program will keep a flexible 10% fund for gender mainstreaming activities.

b) **Expertise as Resource for BRAC Gender Mainstreaming Implementation**

i. **Unit dealing with gender issues:**

BRAC's gender unit is named as Gender Justice and Diversity (GJ&D) section. This section work to increase gender relations through training on gender sensitization and analysis, development of policies such as the gender policy and SHE policy, creations of staffs forums and alliances such as Gender equality and diversity team (GEDT), and the network of gender focal points.

ii. **Resource Persons Conduct the Training Courses**:

The training courses are mainly conducted by the GJ&D section through its own resource persons. The section has thirteen trainers including eight female trainers. Sometimes, the director of GJ&D provides training as resource person. Furthermore, BRAC seek experts (outside from BRAC) as resource person in conducting training. For example, BRAC has conducted trainings where Kamla Bhasin was invited as a resource person. She is a social scientist and specialist on conduction of participatory, experiential, capacity building workshops for men and women focused on gender.

BRAC is trying to make a continuation of gender training or sensitization program, and thus enhancing staffs' capacity by conducting various training with the engagement of resource persons, both internal and external. But BRAC has some scope for rethinking as well as redesigning of plan and strategic actions regarding the BRAC Budget for gender mainstreaming including internal expenditure and development plan.

3. BRAC in ensuring Staffs' Allegiance towards Gender Mainstreaming
a) Assessing Gender Roles of Staffs in Performance Appraisal:

BRAC has incorporated the provision of assessing empathy and sensitivity regarding gender in staffs' performance appraisal system. For level one to fourteen, this provision is placed in the (3.1) option of the assessment form and for staffs from level fifteen to upward it is placed in the 7.G option of the assessment form. The process of incorporating gender sensitivity of a staff in the appraisal form might make the staff bound to follow the rules and be informed the issues regarding gender. This is like a system where BRAC is asserting some sorts of binding clauses for the staffs to follow towards mainstreaming gender.

b) Organizational Obligation towards Including Legal Provision for Decent and Harassment Free workstation

BRAC has included policies like gender policy, HRPP and SHE Policy that are comprised of some sorts of legal provision to address harassment issue including sexual harassments (BRAC consider zero tolerance for sexual harassments cases). SHE policy and HRPP has stated regulation related to harassment issue in a descriptive manner. SHE policy provides the indication that considering the seriousness of harassment cases, BRAC has kept provision for seeking nation legal assistance.

These are some practices followed by BRAC to inform the staffs about disciplinary rules and regulations which are highly prioritized facts that staffs need to obey in order to show their commitment towards gender mainstreaming.

4. Assessing the Gender Mainstreaming Implementation
a) M&E Tools to Assess the Efficiency of Mainstreaming Situation

This study has found that the process of M&E for assessing the gender mainstreaming implementation in the programs is under care of the respective programs. The BRAC monitoring and evaluation department helps the programs or projects in this regard.. According to GJ&S section, there is no specific indicator for M&E process of gender mainstreaming across the programs. In addition, the program analysis of both BHP and BEP signifies the situation.

b) Auditing Gender Mainstreaming Implementation:

On 2011, BRAC has gone through the first systematic review of those efforts, BRAC Gender Audit, 2011, which covers the period from 2000-2010, with greater emphasis on the last five years. Rieky Stuart and BRAC staffs did this auditing. The auditing has incorporated a number of dissimilarities and has provided distinguished indication for further forwarding, which can keep the organization steady in track regarding gender mainstreaming.

c) Research for Sound Trailing

According to GJ&D section, there are four researches relative to gender issue. There is a provision of some sorts of reporting in quarterly titles as 'Shetu' (Bridge), published from the BRAC Communication. GJ&D section is working for a regular publication titled as 'Gender Barta' (Gender Reporting).

Finally, it is found that, BRAC has worked and is still working to institutionalize the gendered concepts to create some affirmative changes inside the organization in terms of decent work place, which will ensure its gender goal of equality.

5.5.2 GENDER MAINSTREAMING IMPLEMENTATION IN TERMS OF NUMBER

According to the analytical framework along with the operational definition of the gender mainstreaming implementation, the affirmative changes in independent variables (organizational competency, resource, staffs' allegiance and assessment) will lead to an affirmative change in the dependent variable (the gender mainstreaming implementation) which is translated as equal participation in terms of female participation especially in decision making level.

And according to the hypothesis, the process of internalization of gender concept and approaches to mainstream it, creates an affirmative change in work environment, which can attract more female to engage in the organization especially in the decision making level in terms of number.

Considering the entire attempt undertaken by BRAC, it has found that, BRAC's gender policy set a goal of 30% of staff being women by 2013. Moreover, at present, the average

is around 21%, (Annex – 1) but there is huge disparity among departments, with 90% of BHP and almost 100% of the teachers of BEP being women, but very few women staff in the microfinance program. Female representation remains more or less static for last four periods (six monthly periods) (Annex – 1). In terms of level and sex wise distribution of staffs (Annex – 2), it has found that female representation is more in level four to level nine (more than five hundred). Among them, level four, five, six, and eight have higher (more than one thousand). Furthermore, female representation in terms of number has found relatively high in staff at front line (level one to eight) and senior level (level thirteen to twenty one), and these are 24% of the staffs of front level and 19% of the staffs of senior level respectively (Annex – 3). This states that there are more women at junior and director levels, but few at mid-level or senior management.

The same picture is present in case of BEP and BHP. In Case of BEP, in field offices (Annex – 5), female staffs are more in level four, five, six, eight and nine (more than hundred female staffs) of which level five has highest female staffs (six hundred and fifty nine). After level eleven BEP has no female staffs in the upward levels. On the other hand, at head office (Annex – 6), female staffs are more in number in level ten, eleven and twelve (more than five staffs) of which there are seventeen female staffs in level ten.

In case of BHP, in field office (Annex – 5) there are more women in level four to nine (more than one hundred) of which level seven contains the most (five hundred and twenty nine). After level twelve there is no woman in upward levels. Again at head office (Annex – 6), female staffs are more in number at level eleven, twelve and thirteen (more than five staffs in each levels) level thirteen contains the highest number of female staffs (seven person).

The GJ&D section has less number of staffs in both field and head office. At field offices (Annex – 5) level five has more female staffs (thirteen) and there is no female representation in terms of number after level twelve to upwards. On the other hand, at head office (Annex – 6), both level nine and ten have two female staffs.

This study intends to see the how the internalization of gender can act affirmatively to mainstream gender. However, the findings in terms female engagement in terms of number is depicting the reverse and thus is rejecting the hypothesis.

5.5.3 REVIEWING THE CRITICAL REASONING

1. Checking organizational Good Practices and Training

Promotion: In accordance with the findings of BRAC gender audit report, 2010, in the past 10 years, women have been promoted at a slightly higher rate than men at head office, and at similar levels in the field. The report has also stated that both BEP and BHP show discrimination against women in promotion. A higher percentage of men staff (as a percentage of all men in the program) than women (as a percentage of all women in the program) received promotions even though the majority of employees in BHP and BEP are women.

Again, a research done by BRAC R&D has stated that, promotion is an obvious achievement for staff who maintained good relationship with their supervisors, no matter how good, sincere and responsible worker the particular staff was (Ali, 2012). The report has also stated one of its respondents comment, "Always keep a bottle of oil near you and give it to your supervisor, then your supervisor will be happy and in return that will make you the."

Transfer: A number of female staffs of regional offices have stated that transfer is a serious problem for the females also though the policy provides option for female friendly transfer. Few, respondent has shared some cases that some female preferred the option of quitting their job because of transfer to far away from their husband and family, even if they were satisfied with the remuneration and workplace environment. In addition, "the problems of transfer for male to a far distant place are never thought organizationally," commented some of the regional staffs among male respondents.

The following case study validates the problems of male transfer to a distanced place:

> *Case Study 2*
>
> *Mokammel Hossain is a mid level field officer. In 2010, he was living with his family of one college going girl child, wife and his mother at his then working area. Suddenly, he got a letter of posting to another program area which is far distanced place from his living area and is a bit remote also. He joined his new working place leaving his family at his old working area as his child was yet to take admit in college that time. After he joined his new workstation his family started to face difficulties as the only male guardian of the family, Mr. Hossain was not living with them. Some young-aged males of the area were disturbing his daughter, Samia. It became so serious that Samia was feeling insecure to go out alone even to her college. Considering the situation, Mr. Hossain put an application to his supervisor to reconsider his posting and bring him back. But he hailed to make the authority to understand the condition. According to his word, "I put application to my supervisor first and then make myself able to meet the senior official at head office. But, my supervisor reported to him that I want to take unauthorized advantage and the head office denied me. I tried repeatedly as my daughter stopped to go college because of fear. Finally I made them understood but my daughter missed her one year of academic life."*

Problem Associated with Maternity Leave: according to a research report done by R&D of BRAC, this study has revealed that, females lose yearly increment and seniority during their maternity leave (Ali, 2012). As per BRAC Human Resources Policies and Procedure, permanent staffs lose their seniority only if they go for maternity leave for another eight months without pay (article-3.01.02.c.4). However, the research done by Ms Ali has found it as a common practice in the organization that female staff loose seniority and yearly increment in the year of their maternity leave.

Training:

a. According to the opinion of a good number of respondents of GJ&D, gender sensitization usually offered on request to various departments, tailored to program

needs. GJ&D staff members also said that requests are frequently cancelled or postponed by requested departments.

b. Currently GJ&D trains about 3,500 staff members per year according to organizational website. Given BRAC's growth, this means only a small percentage of staff has ever received gender awareness training from BRAC.

c. The BRAC gender audit report 2010 has stated that, orientation for new staff includes a session by GJ&D staff on BRAC values and culture that emphasizes gender equality, and explains the gender policy. This is a very brief session (1 hour), and is not systematically followed up to give more in-depth information on gender equality frameworks and programming tools.

2. Checking Situation of Resource:

Authority of GJ&D: According to gender audit report 2010, GJ&D seems to have the mandate for ensuring BRAC's work is gender-sensitive but it does not have the authority, and can act only on the invitation of the relevant program and administrative departments. This is not true for other BRAC crosscutting functions like finance, although it is somewhat true for Human Resources.

Financial Commitment: By analyzing various secondary data and according to two senior officials of GJ&D, the budget allocation for GJ&D is minimal but the section seems to be responsible for implementing gender across programs and for enhancing staffs capacity regarding gender. It can hinder the financial accountability of BRAC.

3. Checking Organizational Process to ensure Staffs' Allegiance:

Dealing with harassments issues

According to BRAC gender audit report 2010,

a. The investigation teams are under questions as they have no special training and also have no background of counseling in this regard.

b. There is allegation that supervisors or directors sometimes influence the process according to their interest.

c. Several respondents also have mentioned that when the complaint is judged to be valid and the accused is punished, the complainant often leaves BRAC within a short period, because there is a lack of confidentiality in the process.

d. As sexual harassment is found under-reported regarding social context, it is difficult to identify the scale of the problem, but it is significant and negatively affects BRAC's culture, values, and working environment. Again, the audit report has highlighted that, the HR deals with approximately 50 complaints annually by 15 investigators (2 of whom are women).

4. Checking Assessments

The study has revealed from the BRAC gender audit report 2010, that neither management nor the board requests progress reports on gender equality across the organization. There is no evidence that monitoring and internal audit asks program departments for progress to targets, with the possible exception of gender-related targets set in contracts with donors.

Finally, it is found that BRAC is equipped in terms of having the priorities like explicit policies regarding gender, some sorts of budgetary engagement, training provisions for its staffs, organization bindings to ensure staffs commitment and at least minimum provision of assessments. But these have relatively less impact on the female representation in terms of numbers. According to this case specific research, the gender mainstreaming implementation depends, not only on the internalization of gendered approach practice but also on the quality ensuring of the whole process along with clear conceptualization of the issue. And thus the situation and reasons of the situation of gender mainstreaming implementation in terms of female participation in terms of number (regarding available and accessible data) is rejecting the hypothesis assumed in this study.

5.6   SHUSHILAN : A CASE STUDY

One of the key informants (the academician) has said that if any organization beliefs that mainstreaming gender is their means of performing action, they will follow a political will, financial support, understandable and doable strategic planning, and then implementation with M&E. As a result, gender mainstreaming can develop in an organization. She said, "Gander balanced human resource, incorporation of gender issues in programs/projects, liberal policy practice and participation in decision making can make GM implementation viable." She also said, "Female heads, equal wage of male and female, and gender sensitive environment can be indicators to check the proper GM

implementation. This section has observed the gender-mainstreaming situation in Shushilan.

5.6.1 APPROACHES TO MAINSTREAM GENDER

1. Walking towards Organizational Competency

This research has incorporated organizational competency as one of the independent variable in its design, which can influence, gender mainstreaming, the dependent variable affirmatively. And, the analytical framework is considering organizational capacity and staffs' capacity as indicators to determine the independent variable. Again, the indicators are measured by policy practice as well as good practice to scrutinize the organizational capacity along with staffs' training intention of examining the case of staffs' capacity. Thus, the study is looking over the situation of organizational competency as a whole.

a. Bridging Gender Mainstreaming Implementation and Policy Support
i. Gender Policy

According to the Gender Advisor of Shushilan, this organization is committed for addressing the gender issues in its program from the very beginning of its journey. But, according to the organizational website, it launched its gender policy on 2007. The Gender Advisor has also informed that, the policy was designed in a participatory process with Concern Worldwide's assistance. By reviewing the policy, this study has found that the policy contains a number of gender related slogans in its different pages. The policy has included both organizational and programmes related measures of which the first part is considering organizations perspective and the rest one is designed for targeted beneficiaries. This study is considering the organizational part only as it is focusing on gender at workstation.

ii. Shushilan Human Resource Management Policy (HRMP)

According to the organizational website, Shushilan's HRMP concerns for providing guidelines to its staffs. The policy development procedure was funded by DANIDA and technical assistance provided by PRIP Trust. The current HRMP is a second reviewed version and activated from 1st July, 2009.

By reviewing the HRMP, this study has revealed that the policy has incorporated gender related guidelines in its several chapters. For example in chapter 2, it highlighted the issue

in 2.6 section and 2.6.1 subsection. This section is containing recruitment related guidelines along with flexible procedures for female candidates. Again, the chapter 3, which is dealing with the guidelines related to employee benefits, has focus the gender issue in its 3.14 section (special benefits for female staffs, for example, breast feeding centers for female staffs who are lactating mothers also). Again, more, 5.3 and 5.4 subsections of chapter 5 are handling maternity and paternity leaves respectively. Finally again, the policy has addressed harassment issues in its chapter 8 which is dealing with general behavior conditions. In its 8.1.1 the policy has stated that employees should behave in a gender sensitized way.

In practice for example in case of recruitment, it is considering female candidates to recruit where it faces situation to appoint one from selected male and female candidates of equal grades.

According to the all most all of the senior officials among the respondents, Shushilan's policies are great in terms of incorporating issues towards the gender mainstreaming implementation.

b) Good Practices to Attain the Gender Mainstreamed Aim

i. According to the organizational website, Shushilan works at the south-west costal region of Bangladesh. These places are very remote in terms of leaving conditions and transport availability. Among those areas, some are mostly remote like Shoronkhola of Bagerhat District of Bangladesh. A larger number of respondents have told that Shushilan usually does not give posting or transfer of a female staff to those of remote areas, if and unless, any female staff wants to consider the location to meet the challenge.

ii. A good number of respondents have stated that, working hour privilege on pregnancy, working hour altering or flexible timing for gender specific reason are some other good practices. The case study 3, stated in previous page (p59) validates the practice of flexible timing:

> ***Case Study 3***
>
> *Rebeka is working at Shushilan for 3 years. She has a daughter, 'Noushin'. Noushin is a 6 years old class two student. Rebeka was facing problem to take Noushin to school and to bring her back to home from school after the school time is over. The school sets on 9 in the morning and breaks on 1 in the afternoon. Her husband lives outside the country and her mother in law is living with her but feels shy to go out. There is none but Rebeka who can help Noushin to go to school. Finding no other way Rebeka requested to her office authority to arrange work time flexibility so that she can manage her both role as a guardian as well as a worker successively. In addition, senior management of Shushilan considered her problem and allows her work time flexibility so that she can do her work without being worried regarding her office roles and role as a mother. Rebeka said, "I feel so relax as I have got the opportunity to take my daughter to school and bring her home after the school is over. There are some van drivers who usually take students to school and then to home after school time. However, my baby is only six years old and I really feel anxious to relay on those van-drivers. Now, I take her school, and then go to office. Again when school time is over, I take her to home and then return to work. This scope has increased my concentration to work also. I feel that I have to work hard for ͭ͟͞ʰͥ͢͞ͅ ͟͞͞͞ͅͅ"

iii. Shushilan has an established policy practice of female preference in all of its internal recruitments. A majority number of respondents have informed that it considers the female candidate if it found out that male and female candidate both got the same number in the recruitment exam.

iv. The gender advisor has informed that, Shushilan follows 9am to 5pm office timing for women. If any female staff needs to stay after 5pm for official purpose, Shushilan follows a culture to provide her transport and/or company in terms of guard.

v. Few respondents have confirmed that the organization follows a relaxed rule for leave for family purpose in case of female staffs specially newcomers. The case study 4 is validating this criterion. This case study is about leave on marriage.

c)   Training provision for staffs to generate skill in terms of gender

i.   Training Provision at Shushilan

One of the key informants has said that training is a formal session for awareness building among the staffs considering the gender issue. According to the policy it has incorporated the provision of training for each and every staff to make them sensitized regarding gender issues as well as enhancing their capacity by following the process. But from personal interviews with some of the senior staffs among the respondents, it is revealed that, still the organization is depending on the assistances of donor or partner organization for gender related training or workshop inside the organization. Furthermore, it seeks scope to engage in the training provision organized in other development organization like in BRAC or in PRIP Trust or in other development organization, which is not a direct partner but has partnership with its donors. Furthermore, it practices a shared learning process through which one staff, who receives training, share his/her understanding with other staffs that has no training. The staffs receive some gender awareness from their induction and from guidelines available in the HRMP, which has incorporated many dos and don'ts for them.

ii. **Staffs Understanding about Gender Awareness Impact of Awareness among the Respondent Staffs**

Though the staffs do not receive any facility of training from the organization, the interviewee staffs found almost aware about the gender issues. A majority of them found to be able to distinguish the term gender from sex. Most of them have read the policy. According to the information provided by the gender advisor, Shushilan considers the gender understanding of candidates at the time of recruitment. She also has added that the young officials are aware by their own mainly.

Shushilan has worked in terms of doing an explicit policy with vision and strategies incorporated with measures for analyzing the policy gap and practice. However, still it has scope to do exercise in the area of creating system or mechanism to conduct its own training port for gender awareness among the staffs.

2. Resource to Speed-up the Mainstream Process
a) Budget Allocation for Gender Mainstreaming

The budget allocation for Shushilan is almost minimal. According to the information collected by personal interviews, finance for gender mainstreaming is incorporated in each program budget as 5% of the total budget and as a cross cutting issue it is considered that gender-mainstreaming process continues to move on along with the program.

b) Expertise to Scale-up the Shushilan's Gender Mainstreaming Implementation
i. Gender ports:

By analyzing the opinion of few senior officials among the respondents, this study has found that, Shushilan is on the process to establish a gender unit as gender port. Rather it has gender focal points in its projects and they are responsible to report to the gender advisor. And gender advisor report to the upward positions, for example Executive Director (ED). There is a provision of monthly staffs' meeting where gender issue is discussed and it is discussed in periodical progress meeting.

ii. Resource Person:

According to the data available to this research according to the opinion of gender advisor, this study has found that, the organization depends heavily on other development

organization for direct training and for that reason it is in lag of having its own resource persons to make the staffs trained. But the organization has a consideration to seek resource persons from other source to do training or workshop in order to raise the awareness regarding gender.

Considering the case of having proper resource to make the implementation visible, this study found that, Shushilan is still in a ground-working situation.

3. Staffs' Allegiance
a) Gender understanding is incorporated in Performance Appraisal

By analyzing the gender policy of Shushilan, the study has found that having gender sensitivity is an important indicator of performance for every staff in case of annual performance (policy provision 8.2). With this provision, the organization has taken authority to ensure the accountability of a staff regarding gender mainstreaming.

b) Organizational Attempts in Incorporating Legal Provision for Harassment Free Workstation

By reviewing the Human Resource management Policy (HRMP) this study found that, Shushilan's HRMP has incorporated some sorts of legal provision to prevent harassments including sexual harassments. In its chapter 8 regarding general behavior guidelines, the policy has stated about various punishments and even its option to seek national legal assistance in cases for harassments including sexual harassments.

The Shushilan has maintained some sorts of indication by incorporating importance of having gender understanding in performance appraisal and provision of applying punishment procedures and even calling national legal assistance especially in cases of harassments issues.

4. Assessment Option for the Gender Mainstreaming Process
a) M&E Supervision

This study is informed through the interview process that, the total M&E procedure is performed by the M&E Department and the improvement is checked in terms of progress attained in the programmes. The assessing of gender-based improvement through specific M&E tools is found absent.

b) Audit for Tracing Gender Mainstreaming Implementation Situation

The Gender policy was launched in 2004. The total policy implementation process is running for almost near to eight years. However, the organization is found still in planning position to review a process by gender auditing.

c) Research for Assessing the Mainstream Process

Research is utilized to see the progress by analyzing a sex-disaggregated data and by producing some indicators for further investigation. According to the gender advisor of Shushilan, the organization is considering for inclusion of research process to map out the gender-mainstreaming situation. Again she also has informed that, Shushilan follows the reporting process on gender issues. There are focal points in projects who follow-up gender situation to her and she is responsible to report to the upward. Again Shushilan disseminates the gender situation or information in monthly staff meeting as well as in annual progress meeting.

Finally, by analyzing both primary and secondary data, this study has observed that Shushilan has a well understandable gender policy and HRPP. But it still needs to take attempts in order to plan and implement various actions like conducting trainings, developing assessment and to keep provision of finance and expertise to achieve its gender goal.

5.6.2 Gender Mainstreaming Implementation (Female Position in terms of Number)

This study has considered the hypothesis, "the more committed an organization is in terms of mainstreaming gender in its own internal operation as well has its control in necessary resources to fulfill such commitment, the greater will be chances of mainstreaming gender." That means the effectiveness of gender mainstreaming at workplace is depending on the internalization of the concept by applying a meaningful policy with attainable goal, clear objective, strategic planning and proper mechanism to approach towards the goal. On the other hand, according to the analytical framework, the gender mainstreaming implementation in terms of women participation in terms of number (dependent variable) depends positively on availability of organizational competency, resource, staffs' allegiance and assessment (the four independent variables).

According to available and accessible data this study has found that there is only sixty five full time female among two hundred eighty nine full time staffs in total. The female and male staff ratio (Annex – 8) is approximately 4:1 (3.5:1 actually). Furthermore, it is observed that the female staffs are found higher in number as volunteer (1143 among 1156 volunteers in total), not in regular staffs and not even in part-time staffs (16 female staffs among 69 part-time staffs in total). However, among the total staffs including every type of staffs female are larger in numbers (1224 among total 1614 staffs). This finding depicts that there is wonderful female participation in the organization but their contribution to the decision making level is questionable (though Shushilan has an Executive Committee which has seven members among whom five are females).

Thus, still Shushilan has some more scope to work for arranging the total internalize process, which is promised in its gender policy. Consequently, the hypothesis considered in this study is neither accepted nor rejected according to the case specific findings of the study.

5.6.3 REVIEWING THE CRITICAL REASONING

According to the available and accessible data, this study has revealed that Shushilan is still in planning process of to implement gender mainstreaming properly. Especially some HR practices along with some general organizational culture and practice of some legal obligations are found very explicit in Shushilan. According to the study, the factors those are active here to hinder the process are:

1. Checking Organizational Good Practices and Training:

Recruitment:

a. According to available and accessible data, Shushilan has very few female staff at the senior and top levels of decision-making. With that, it needs to increase its female regular staffs also. The ED of Shushilan has commented that, "it is a very common phenomenon in most of the organizations (no matter the organization is corporate or public or NGO) that male remains gender sensitive as long as his boss is not a female". Therefore, recruitment of female staffs at the senior most level makes the working station women friendly in-terms of female position as a worker and also helps to focus on gender issues more specifically.

b. It also can mention 'encouraging statement' in flavor of females applicants in its job advertisements, for example, 'it is a equal opportunity provider' or "women are encouraged to apply". Though few very senior officials among the respondents have told that the organization always states this type of statements but the study found some electronic job post which does not covers this criteria (Annex – 10)

Training: Shushilan has no specific scope of proper and regular training facilities for the staffs to enhance their capacity in term of addressing gender issues.

2. Checking Resource:

Finance: By analyzing the available secondary and primary data, the study has found that Shushilan is driven by mainly donor projects. It keeps a option to utilize 5% from each programme or project budget for gender mainstreaming activities. Few respondents has expressed that only 5% is very little amount to make proper strategic plans and implementation. In addition, insufficient finance usually holds back the process.

A separate gender unit: Shushilan has no separate gender unit. According to the gender advisor, a separate gender unit with mandate and authority can work more rigorously in this regard.

3. Checking Assessment:

According to a good number of respondents, Shushilan is implementing project with the common NGO idea. This, idea considers gender as a cross cutting issue and for that reason it is often ensured and assessed by the regular program monitoring and evaluation, auditing. According to gender advisor, this type of procedure often ignores gender mainstreaming. She has also said that, absence of sex-disaggregated survey and impact research in Shushilan has made the gender mainstreaming implementation static consequently.

Thus the study has found that gender mainstreaming implementation is moving from the margin (for example, women right or empowerment related day observation) rather than from the center (for example, strategic planning and proper implementation to trace the gender goal). In addition, it needs to make its financial commitment viable (for example with 5% project money it can keep finance only for gender mainstreaming) which is important to speed-up its political or organizational commitment.

5.7 SITUATIONAL ANALYSIS OF GENDER MAINSTREAMING IN BRAC AND SHUSHILAN CONCISELY:

The two NGOs selected for this research has dissimilarities in terms of staff size, area coverage, programming style, financial capacity and in terms of type of organization. BRAC has near about one million staffs, a huge human resource whereas there are sixteen hundred and fourteen staffs in total in Shushilan. Again BRAC is covering almost 64 districts of Bangladesh (It also has programmes outside the country), whereas, shushilan is working in the south-west coastal areas of the country. BRAC deals with its own programmes as well as other donor driven projects. It has some enterprises, which are running different business like agro-business, apparel and cottage industry, bank, university, and some other business. On the other hand, Shushilan primarily depends on donor driven projects. BRAC is both a service-oriented and advocacy NGO in terms of addressing gender issues in agenda setting in various policy areas. Shushilan is a service-oriented NGO. Though these two NGO have much dissimilarity, this study has included them to see how gender mainstreaming is implementing in various NGOs of Bangladesh.

According to the review of different organizational documents and information acquired from the personal interviews, the study has found that both BRAC and shushilan face challenges and advantages in various ways in case of mainstreaming gender. For example, BRAC is huge in its staff size. Conducting training for such huge staffs is time consuming and requires significant finance allocation. BRAC GJ&D trains about 3,500 staff members per year, which indicates only a small percentage of staff has ever received gender awareness training from BRAC. Thus arranging refresher training becomes almost impossible. In addition, in the same way, implementation and assessment of gender implementation across the programs always become tough. Alternatively, Shushilan is in a little bit good situation having comparatively small human resource. Again, BRAC has comparatively a big budget, which includes its own funds for its programs. On the contrary, Shushilan's budget allocation for gender mainstreaming mainly depends on donors funding. Additionally, BRAC has an advantage of having a separate gender unit with mandate to implement gender mainstreaming across the program. Whereas, Shushilan has a gender cell but it is not functioning properly. Shushilan still has scope to apply more strategic operation regarding the situation.

Although, BRAC and Shushilan have much dissimilarity, they have some similarities regarding gender-mainstreaming implementation. For example, both the NGO has explicit gender policy and some other supportive policies, which are quite, sound with policy goal objectives measures. These provide a sense of political or organizational commitment of both of the organization. On the other side, both the organization facing challenge in terms of separate budgeting for the implementation. Both the NGOs maintain a system of keeping 5% of each program budget for gender purpose. Very recently, there came a board direction to increase the amount up to10% in BRAC and Shushilan is also planning for future scope in this regard.

BRAC and shushilan launched the policy in 1997 and in 2004 respectively. All ready, they have experienced a period for gender mainstreaming implementation. Still both the organization is struggling in terms of a separate budget for gender mainstreaming implementation. Again, both the organizations have gender policy, gender specific goal, mission, and vision, which indicate the political will of these organizations to mainstream gender. However, their minimum amount of budget for mainstreaming gender makes their financial commitment questionable. It also hinders the strategic implementation of gender mainstreaming guided in the policy.

Currently, it is a big debatable issue whether there should be any separate budget provision for gender mainstreaming in development work or action or in organizations. Some scholars said that it is attainable through the progress of programs as it is a crosscutting issue. On the other hand, some argue that there should be separate budget provision to understand the accurate allocation of finance across the programs in terms of gender mainstreaming. By analyzing, the gender-mainstreaming situation in two NGO this study also considers that the organizations need to keep a separate fund for proper implementation of gender mainstreaming. Furthermore, this provision makes organization's political will (gender mainstreaming related) achievable.

Chapter 6: Findings and Conclusions

Gender mainstreaming in its totality is not a concept solely defined by debates on gender equality in development, rather it is also a concept that encompasses the activities of institutionalizing it in organizations. This study was an attempt to examine the means of achieving gender mainstreaming in development organizations (NGOs), as they are pioneering in calling for gender mainstreaming across the country. This study intends to do this by examining the process of mainstreaming (institutionalization through internalizing concept in to practice) by following strategic actions, rather than its goal in order to understand how the policy is translated in to practice across the range of institutional contexts that exist in the world of development organizations.

6.1 FINDINGS

The study is conducted to observe the current state of gender mainstreaming implementation in BRAC and Shushilan. According to the hypothesis assumed in this study gender mainstreaming in an organization mainly depends on the commitment of the organization and availability of resources in that organization. In this study gender mainstreaming implementation is measured by the quantity of female participation, commitment refers to political will (policy practice) and resource is budget allocation and expertise for policy implementation.

This study has explored that BRAC has political commitment regarding gender mainstreaming. The study found that BRAC has an explicit Gender Policy and Sexual Harassment Elimination Policy along with a supportive Human Resource Policy. It is also following some actions (Good Practices) in favor of female staff. Furthermore, it has a vision of a world free from all forms of exploitation and discrimination. Its mission is empowering men and women. Focusing women is its chief priority. All these indicate BRAC's commitment to mainstream gender.

The study also found that, BRAC has resources both financial and expertise. It is conducting training and workshop for the staff. It has a separate gender unit, which is responsible for gender mainstreaming activities.

According to the study findings, BRAC is following some methods to ensure staffs allegiance (commitment) in gender mainstreaming, for example, gender incorporated appraisal of staff and legal obligation in case of sexual harassment issue.

The study also has revealed that, there is a process of assessing the gender mainstreaming progress though the process is not very structured.

By analyzing all these facts, the study has found that BRAC has commitment and resource both. According to hypothesis, it is desirable that BRAC should be in a better condition in case of gender mainstreaming in terms of number.

While assessing the gender mainstreaming implementation in terms of number, the study found that, BRAC has 43,593 regular staff of which 9,358 (21%) are female (Annex1). Moreover, this figure has remained almost static for last two years (Annex 1). Furthermore, the study has expressed that the number of female stuff in lower levels are more than the top levels. That means female staff in decision-making level is negligible. There are only twenty female (24%) in level seventeen to twenty one along with executive group where male staffs are sixty-three (76%) in number (Annex-2). In executive group there is no female. The study also has found that, according to category wise (front line, mid-level, and senior level staffs) number of regular-staffs female participation is low in almost all the category (the mid level female staffs are lowest in number) (Annex-3). The findings are almost same in the two development programs (BEP, BHP) and in the gender unit (GJ&D) (Annex 5 & 6). This situation indicates that though BRAC has passed almost fifteen years since the adoption of gender policy, still it is struggling in case of increasing the number of female staffs and incase of ensuring female participation in decision-making levels.

The study has noticed that, BRAC has commitment and resource but the number of female staffs in total and their position in decision-making levels (gender mainstreaming in terms of female position in terms of number) remained static. The study also has found that there are some problems, for example, minimal budget allocation, insignificant training option regarding staff size, nominal refresher-training opportunity, and existence of assessment process as token. All these facts hinder gender-mainstreaming implementation. Moreover, the study has revealed from most of the respondents that there are some other factors, which prohibit women to enter in a NGO job, for example, organizational culture, gender stereotypes, social appreciation, and NGO job nature.

These factors some external factors where are not included in the analytical framework of this study. This study has found that the magnitude of the impact of these external factors cannot be denied regarding the situation of gender mainstreaming.

Considering all these specifics, this study has realized that gender mainstreaming inside does not depends only on the commitment and control of resource of an organization and this finding demonstrates that the hypothesis assumed in this study is rejected in case of BRAC according to the findings. The finding has showed that the implementation is hampered because of the existence of certain gaps in the process of implementation. In this way, the study findings also fit with the theoretical framework (top-down approach) of this study in case of BRAC.

On the other hand, the study revealed that, Shushilan has an explicit gender policy and a supportive human resource policy. It also follows some practices in favor of female staffs. Furthermore, it has a mission of 'gender equity'. According to this study, all these indicate commitment of Shushilan to mainstream gender. The study again has found that, the provision for resource utilization in order to mainstream gender is very negligible. The study has informed that Shushilan has a provision of keeping only 5% of its project budget for gender mainstreaming. Furthermore, the study has found that, Shuhsilan does not have any training cell of its own. The assessment of gender mainstreaming remains very immaterial.

Consequently, the study has found that, Shushilan has very few female full time staffs, only 23% of the total staffs (sixty-five among two hundred eighty nine total staffs. Annex 8). Furthermore, the study has revealed that the female recruitment rate is 26% and is remained almost static for last four year (Annex 12). According to the study findings, female participation is more in volunteer position than part-time or full-time position (Annex 8).

According to the study findings, though Shushilan has commitment it is not rich in terms of having resources (budget, training, and expertise and gender unit). At the same time, it does not have any systematic assessment process to evaluate gender mainstreaming. Along with all these factors, the external factors also cause problems in case of shushilan. Finally, the study has found that gender mainstreaming in Shushilan (female position in terms of number) is remained static for last few years.

The study has depicted that, just similar to BRAC, Gender mainstreaming depends not only on organizational commitment and on resource but gaps in internal process are also very important. Considering all these particulars, the study has recognized that the hypothesis assumed in this study is neither rejected nor accepted. Because, Shushilan has no viable resource, it has commitment only. There should be both commitment and resource in Shushilan to make the hypothesis accepted and it should have nothing to make the hypothesis rejected.

The finding also has showed that the implementation is in an inferior position because of the existence of problem in the process of implementation, which suits with the idea of theoretical framework (top-down approach) of this study in case of Shushilan.

6.2 CONCLUSIONS

The concept of gender mainstreaming at workplace is very crucial issue especially in NGO sector as NGOs are pioneer in calling for gender mainstreaming in Bangladesh. The NGOs have past a significant number of years in mainstreaming gender but still the situation is remained unshaped. Considering the study findings, it can be concluded that gender-mainstreaming implementation inside the organization mainly depends on the political will of an organization along with its financial commitment and its technical capacity. In addition, the total process can be concrete by proper internalization of the gender concept within the organization. Furthermore, there are some other influences of social culture practice, which are not possible to deny. Rather considering those issues with care in designing strategic plan can be helpful to do a good gender mainstreaming implementation.

6.3 FUTURE RESEARCH

According to the review of literature and the findings of this study, several "issues" remain unaddressed in this study, which are important by means of their magnitude regarding gender mainstreaming inside the organization. These issues can be considered for future study: Impact of Culture on Gender mainstreaming at Workplace, Gender stereotypes, Social appreciation for female NGO professional, Suitability of NGO Job Nature for Females (a case study has included in Annex – 7) and Investigation of active participation of female.

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ANNEXURE

SUMMARY OF STAFF POSITION FOR TWO YEARS: BRAC

Periods	Male	Female	Total	Male %	Female %
June 30, 2012	34,235	9 ,358	43,593	79%	21%
December 31, 2011	34,083	8,778	42,861	80%	20%
June 30, 2011	36,524	9,012	45,536	80%	20%
December 31, 2010	37,294	9,091	46,385	80%	20%

LEVEL AND SEX-WISE NUMBER OF STAFFS AS OF JUNE 30, 2012: BRAC

Level	Male	Female	Total	Male (%)	Female (%)	% against Total Female
I	254	36	290	88%	12%	0%
II	268	55	323	83%	17%	1%
III	189	58	247	77%	23%	1%
IV	2005	1359	3,364	60%	40%	15%
V	8461	2694	11,155	76%	24%	29%
VI	6955	1766	8,721	80%	20%	19%
VII	1868	795	2,663	70%	30%	8%
VIII	5787	1227	7,014	83%	17%	13%
IX	5090	670	5,760	88%	12%	7%
X	1509	281	1,790	84%	16%	3%
XI	601	139	740	81%	19%	1%
XII	301	74	375	80%	20%	1%
XIII	98	30	128	77%	23%	0%
XIV	87	15	102	85%	15%	0%
XV	56	9	65	86%	14%	0%
XVI	21	1	22	95%	5%	0%
XVII	26	5	31	84%	16%	0%
XVIII	17	7	24	71%	29%	0%
XIX	4	1	5	80%	20%	0%
XX	11	7	18	61%	39%	0%
XXI	2	-	2	100%	0%	0%
Executive Group	3	-	3	100%	0%	0%
000	622	129	751	83%	17%	1%
Grand Total	34,235	9,358	43,593	79%	21%	

CATEGORY-WISE NUMBER OF REGULAR STAFFS AS OF JUNE 30, 2012: BRAC

Category	Male	% of Male	Female	% of Female	Total	% of Total
Staff with undefined level (level 0)[*1]	622	83%	129	17%	751	2%
Staff at the Front Line (Level I - VIII)	25,787	76%	7,990	24%	33,777	77%
Mid Level Staff (Level IX - XII)	7,501	87%	1,164	13%	8,665	20%
Senior Level Staff (Level XIII - XXI)	325	81%	75	19%	400	1%
Total	34,235	79%	9,358	21%	43,593	100%

[*1] is denoting the staffs who are entitled with consolidated salary.

PROGRAMME AND DIVISION-WISE DISTRIBUTION OF STAFF BY SEX AS OF JUNE 30, 2012: BRAC

Progra-mme Name	Sex	Barisal	Chittagong	Dhaka	Khulna	Rajshahi	Sylhet	Total	All Total
BEP	F	32	221	610	249	728	74	1914	4950
	M	99	523	821	660	888	444	3036	
BHP	F	162	366	717	338	550	125	2258	4885
	M	195	518	724	314	739	137	2627	
GJ&D	F	-	-	25	-	8	-	33	156
	M	1	11	47	12	51	1	123	

PROGRAMME AND LEVEL-WISE NUMBER OF STAFF AS OF JUNE 30, 2012 (FIELD OFFICE) : BRAC

Programme Name	SEX	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total	All total
BEP	F	-	-	-	-	426	659	269	86	188	207	70	9	-	-	-	-	-	-	-	-	-	-	1914	4950
	M	3	1	1	-	138	279	565	369	538	832	185	86	24	3	2	-	-	-	-	-	-	-	3036	
BHP	F	9	-	-	-	142	563	436	529	389	146	22	12	10	-	-	-	-	-	-	-	-	-	2258	4885
	M	4	-	-	2	165	429	324	155	923	489	77	32	22	4	1	-	-	-	-	-	-	-	2627	
GJ&D	F	-	-	-	-	-	13	6	3	-	1	5	4	1	-	-	-	-	-	-	-	-	-	33	156
	M	1	-	-	-	1	30	32	20	8	15	13	2	1	-	-	-	-	-	-	-	-	-	123	

DEPARTMENT AND LEVEL-WISE NUMBER OF STAFF AS OF JUNE 30, 2012 (HEAD OFFICE) : BRAC

Programme Name	SEX	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total	All total
BEP	F	4	-	1	-	-	1	-	-	1	4	17	14	8	3	1	3	-	2	1	-	-	-	60	121
BEP	M	2	-	-	-	-	-	-	-	1	2	13	10	11	5	7	7	1	1	-	-	1	-	61	
BHP	F	4	-	-	1	-	-	2	-	1	-	1	7	6	9	1	-	1	-	-	-	1	-	34	82
BHP	M	2	-	-	-	-	-	1	-	-	2	2	9	12	1	6	5	4	2	1	1	-	-	48	
GJ&D	F	17	-	-	-	-	-	1	-	-	2	2	1	-	1	1	-	-	1	-	-	1	-	27	35
GJ&D	M	2	-	-	-	-	-	-	-	-	-	-	-	4	2	-	-	-	-	-	-	-	-	8	

CASE STUDY RELATED TO FUTURE RESEARCH ON SUITABILITY OF NGO JOB NATURE FOR FEMALES: BRAC

Case Study

Mitaly is an AM of BRAC field office in southern region of Bangladesh. She said, "My current position AM has become challenging for me as I have a small kid of one and half year. My baby has not stop breast feeding yet, but I can feed him very early in the morning and after I come back to home. My job is not a nine am to five pm desk job. I need to go for field visit, some time it becomes more than eight or nine or ten in the evening, but I never go for night holding as my baby is small to stay without a mother." She further added by saying that, "I do not want to be promoted to posts like RM or even more. No matter how much my salary will increase but my hampered family life that can occur due to heavy work load and intensive field visit with night holding is of course matter to me."

Staff Position of Shushilan

Types of Staff	Male	Female	Total
Full time	224	65	289
Part time	53	16	69
Volunteer	113	1143	1256
Total	390	1224	1614

According to Shushilan website: http://www.shushilan.org/

JOB ADVERTISEMENT POSTED BY BRAC IN BDJOBS. COM, A RENOWNED JOB SITE

JOB POST FOR TECHNICAL MANAGER, GENDER MAINSTREAMING

bdjobs.com
LARGEST JOB SITE IN BANGLADESH

HOME | POST RESUME | MY BDJOBS | JOB MAIL SERVICE | CAREER COUNSELLING

Category : NGO/Development

**BRAC**   [Job Source:Bdjobs.com Online job posting, Posting Date: July 19, 2012]

Technical Manager, Gender Mainstreaming   Store this Job to **My BdJobs** Cart

No. of Vacancies : N/A   Share this job

Job Description / Responsibility

- Undertake an effective mechanism to implement gender mainstreaming activities in all BRAC programs and departments

- Building capacity of BRAC staff for enhancing gender mainstreaming in the organization

- Communicate and maintain relationships with all programs and departments and provide technical supports on gender mainstreaming

- Visit BRAC programs/projects to gather experiences on gender mainstreaming and formulate suggestions to the organization

- Design and coordinate progress monitoring system on gender equality interventions of BRAC

- Review all program/project proposals, action plans, and implementation processes relating to gender mainstreaming

- Maintain networks with local, national and international organizations working on the same issue

- Prepare and submit achievement/ progress reports on gender mainstreaming efforts of BRAC

- Develop and submit other reports to higher management when require

Job Nature

Full-time

Educational Requirements
Masters in Social Sciences/Development Studies/Gender Studies from any reputed University. No 3rd division/class or bellow CGPA 2.00 is acceptable.

Experience Requirements

- 3 to 5 year(s)

Additional Job Requirements

- Age 30 to 40 year(s)

- Practical experiences in the area of gender mainstreaming in development organization

- Sound conceptual knowledge on gender focused program management

- Very good skills both in English and Bengali

- Demonstrable experience on organization development (OD) in NGOs

- Excellent team player and building relationships

Salary Range

- TK.40000 - 50000

Other Benefits
Staff Security Benefit, Festival Bonus, Contributory Provident Fund, Gratuity and Others.

Job Location

Dhaka

Job Source
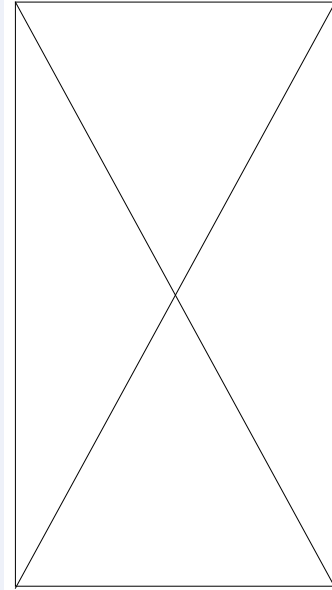
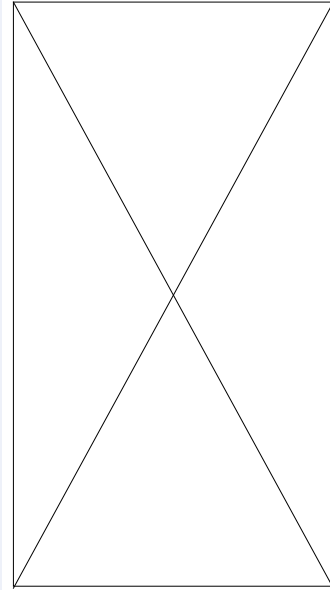**Career Resource**

⬇ Interview Tips

⬇ Cover Letter

⬇ Resume Writing Tips
English | Bangla

Apply Online

Applicant must enclose his/her Photograph with CV.

Application Deadline: July 31, 2012

Company Information
BRAC
Address : BRAC Centre, 75 Mohakhali, Dhaka:1212.
Web :
Business : Development

E-Mail this Job to Your Friend. || View All Jobs of this Company.

JOB POST FOR DEPUTY CHIEF ENGINEER

bdjobs.com
LARGEST JOB SITE IN BANGLADESH

HOME | POST RESUME | MY BDJOBS | JOB MAIL SERVICE | CAREER COUNSELLING

Category
: NGO/Development

BRAC   [Job Source: Bdjobs.com Online job posting, Posting Date: July 25, 2012]

Deputy Chief Engineer   ☐   Store this Job to **My BdJobs** Cart

No. of Vacancies : N/A   Share this job

Job Description / Responsibility

• Feasibility study of project proposal.

• Check structural design, prepare and check estimate.

• Evaluation of tender documents, putting effective suggestion and work order.

• Ensure quality work, site supervision, monitoring and quality control.

• Management of the construction team- contractor, supplier.

• Liaison with various government, semi government and other organisations to obtain permission for various utility services.

• Bill checking and recommendation.

• Excellent command in English both in conversation & writing.
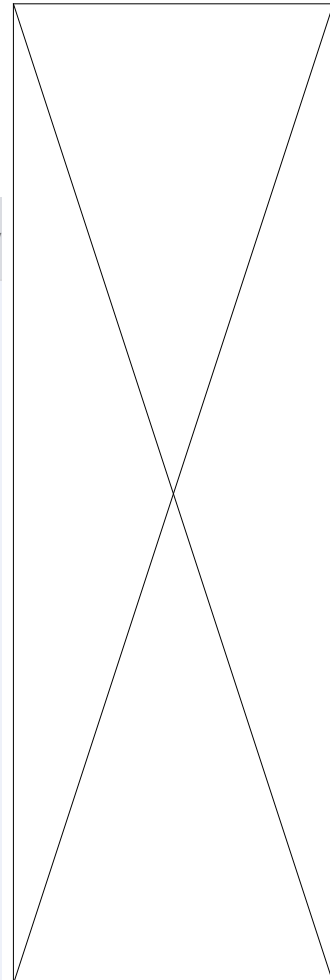
Job Nature

Full-time

Educational Requirements

- The incumbent should have B. Sc. in Civil Engineering from any recognised ———————————— university with minimum two 1st class/ division/ CGPA 3.00 in all academic ———————————— examinations. No 3rd class/ division/ below CGPA 2.00 is acceptable.

- MBA will be an added advantage.

Experience Requirements

- Minimum 15 year(s)

Additional Job Requirements

- Age below or equal to 50 year(s)

- Excellent interpersonal & coaching skills in English and Bengali.

- Sound computer literacy in MS Office, internet and Auto CAD.

Salary Range

- Negotiable

Other Benefits

- Staff Security Benefit, Festival Bonus, Contributory Provident Fund, ———————————— Gratuity and others.

-

Job Location

Dhaka

Job Source

Bdjobs.com Online job posting

Apply Online

or

Please send your detailed CV and a cover letter justifying your qualification for the position with photocopies of all academic certificates, national ID card along with two recent passport size

Career Resource

- Interview Tips
- Cover Letter
- Resume Writing Tips
  English | Bangla

colour photographs to BRAC-HRD, RDA Section, BRAC Centre (5th floor), 75 Mohakhali, Dhaka-1212 no later than August 05, 2012. Please mention the name of the position and AD#59/12 on top of the envelope.
Only short listed candidates will be contacted.

Applicant must enclose his/her Photograph with CV.

Application Deadline: August 05, 2012

Company Information
BRAC
Address : BRAC Centre, 75 Mohakhali, Dhaka:1212.
Web :
Business : Development

E-Mail this Job to Your Friend. || View All Jobs of this Company.

JOB POST FOR SOFTWARE ENGINEER

bdjobs.com
LARGEST JOB SITE IN BANGLADESH

HOME | POST RESUME | MY BDJOBS | JOB MAIL SERVICE | CAREER COUNSELLING

Category
: IT/Telecommunication

BRAC   [Job Source:Bdjobs.com Online job posting, Posting Date: July 29, 2012]

Software Engineer   Store this Job to **My BdJobs** Cart

No. of Vacancies : N/A   Share this job

Job Description / Responsibility
Software Development - Software Related support and maintenance - MIS related work

Job Nature

Full-time

Educational Requirements
B.Sc in computer science

Experience Requirements

• 1 to 2 year(s)

Additional Job Requirements

• Age below or equal to 35 year(s)
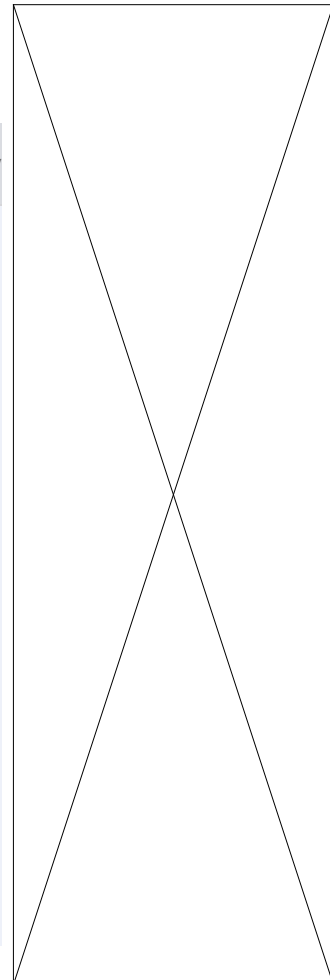
- SQL Database Knowledge - Net Framework

Salary Range

- TK. 28370

Other Benefits
Staff Security benefits, Provident fund, Gratuity, Festival bonus etc.

Job Location

Dhaka

Job Source

Bdjobs.com Online job posting

Apply Instruction

Application Deadline: August 01, 2012

Company Information
BRAC
Business : Development

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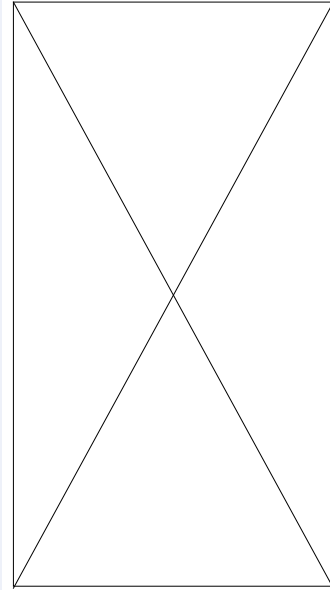
Career Resource

- Interview Tips
- Cover Letter
- Resume Writing Tips
  English | Bangla

JOB ADVERTISEMENT POSTED BY SHUSHILAN IN BDJOBS. COM, A RENOWNED JOB SITE

JOB POST FOR M & E OFFICER

bdjobs.com
LARGEST JOB SITE IN BANGLADESH

Category : NGO/Development

Shushilan

[Job Source: Bdjobs.com Online job posting, Posting Date: July 28, 2012]

M & E Officer

☐ Store this Job to **My BdJobs** Cart

No. of Vacancies : 01

Share this job

Job Description / Responsibility

- Overall responsible for M&E/MIS activities maintaining robust and sound results-based monitoring and evaluation system developed by PROSHAR.

- Ensure regular tracking and evaluating of valid, reliable and timely data.

- Assist in conducting mid-term/final evaluation, special studies and in implementing M&E Plan & collection & reporting of data as required by PROSHAR.

- Conduct trainings on M&E topics for staff. Work with all staff to ensure integration in all activities.

- Provide the lead on completing M&E related documents, plans, reports in support of the PM's deadlines & deliverables to PROSHAR.

- Ensure accountability, accuracy & maintain activity implementation within approved budgets, & policies &

- M&E officer will monitor the program activities and responsible for coordination, collection and compilation of data on a regular basis (weekly/monthly/quarterly or as decided by the management).

- S/he will ensure that reports and deliverables contain valid and reliable information and will be responsible for maintaining the data in an organized manner and will prepare monthly progress reports and quarterly narrative report as per prescribed format developed by PROSHAR.

- Work under the guidance of PROSHAR M&E team.

- Participate in meetings on M&E, & with other relevant stakeholders.

- Actively participate in staff training to ensure knowledge & awareness of PROSHAR policies and procedures.

- Supervise the Data Entry Operator's activities.

Job Nature

Full-time

Educational Requirements
4 years Bachelors/Masters in relevant Fields

Experience Requirements

- Minimum 5 year(s)

Additional Job Requirements
Minimum five years relevant experience.

Salary Range

- TK. 28000

Job Location

Khulna

Job Source

Bdjobs.com Online job posting

Apply Instruction

Shushilan - a non-profit organization has been working in the field of Livelihoods, Environmental Resource Management, Health & Nutrition, Human Rights & Good Governance, Disaster Management and People organization development in Bangladesh since 1991 - is partnered with ACDI/VOCA and Project Concern

International on the USAID-funded Program for Strengthening Household Access to Resources (PROSHAR). PROSHAR is a five-year project, started in June 2010, aimed at empowering communities through an integrated approach to achieve three main objectives to reduce food insecurity – (1) Income and access to food of poor and ultra poor households improved, (2) Health of pregnant and lactating women and children under 5 (with particular attention to children under 2) improved, and (3) Institutions and households prepared to respond effectively to shocks. Shushilan is seeking applications for the following position, based in Batiaghata Upazila of Khulna District, which are funded under Shushilan's sub-award with ACDI/VOCA:

If you are suitable for the position, please send your CV along with a cover letter, including 02 copy passport size photographs, copy of all necessary certificates to In-charge, HR Cell, Shushilan, Khulna Office, Plot # G-3, K D A Jalil Saroni, Muzgunni R/A Boyra, Khulna on or before 7 August 2012. Only short listed candidates will be called for interview.

Please mark position's name on top of the envelope. Circular also available on www.bdjobs.com & www.shushilan.org

Applicant must enclose his/her Photograph with CV.

Application Deadline: August 07, 2012

Company Information
Shushilan
Address : Khulna Office, Plot # G 3, Jalil Saroni, Muzgunni R/A, Boyra, Khulna
Business : Shushilan - a non-profit organization has been working in the field of Livelihoods, Environmental Resource Management, Health & Nutrition, Human Rights & Good Governance, Disaster Management and People organization development in Bangladesh since 1991.

E-Mail this Job to Your Friend. || View All Jobs of this Company.

JOB POST FOR TECHNICAL OFFICER - POULTRY & LIVESTOCK

bdjobs.com
LARGEST JOB SITE IN BANGLADESH

Category : NGO/Development

Shushilan

[Job Source: Bdjobs.com Online job posting, Posting Date: July 28, 2012]

Technical Officer - Poultry & Livestock

☐ Store this Job to **My BdJobs** Cart

Share this job

No. of Vacancies : 01

Job Description / Responsibility

• Technical Officer will responsible for Poultry & Livestock value chain, liaison for backward & forward linkages with private sector service providers and coordinate field facilitators.

• Hand on experience on planning and field implementation.

• Ability to provide technical supports, facilitate demonstrations, capacity building and periodical reporting.

• Familiar with computer especially MS word, Excel, PP etc.

Job Nature

Full-time

Educational Requirements
Graduate in Animal Husbandry

- Minimum 2 year(s)

Additional Job Requirements
Minimum 2 years relevant experience.

Salary Range

- TK. 23000

Job Location

Khulna

Job Source

Bdjobs.com Online job posting

Apply Instruction

Shushilan - a non-profit organization has been working in the field of Livelihoods, Environmental Resource Management, Health & Nutrition, Human Rights & Good Governance, Disaster Management and People organization development in Bangladesh since 1991 - is partnered with ACDI/VOCA and Project Concern International on the USAID-funded Program for Strengthening Household Access to Resources (PROSHAR). PROSHAR is a five-year project, started in June 2010, aimed at empowering communities through an integrated approach to achieve three main objectives to reduce food insecurity – (1) Income and access to food of poor and ultra poor households improved, (2) Health of pregnant and lactating women and children under 5 (with particular attention to children under 2) improved, and (3) Institutions and households prepared to respond effectively to shocks. Shushilan is seeking applications for the following position, based in Batiaghata Upazila of Khulna District, which are funded under Shushilan's sub-award with ACDI/VOCA:
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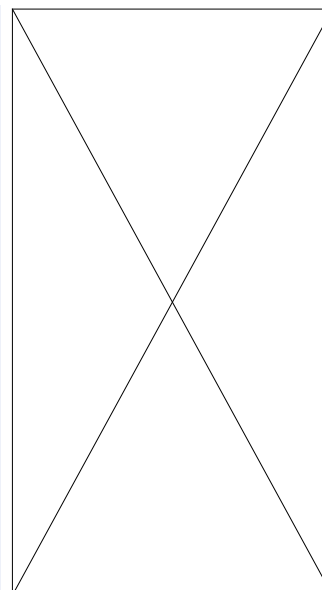
Applicant must enclose his/her Photograph with CV.

Application Deadline: August 07, 2012

Company Information
Shushilan
Address : Khulna Office, Plot # G 3, Jalil Saroni, Muzgunni R/A, Boyra, Khulna
Business : Shushilan - a non-profit organization has been working in the field of Livelihoods, Environmental Resource Management, Health & Nutrition, Human Rights & Good Governance, Disaster Management and People organization development in Bangladesh since 1991.

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JOB POST FOR TRAINING OFFICER - LIVELIHOODS

bdjobs.com
LARGEST JOB SITE IN BANGLADESH

Category
: NGO/Development

Shushilan   [Job Source: Bdjobs.com Online job posting, Posting Date: July 28, 2012]

Training officer -
Livelihoods   Store this Job to **My BdJobs** Cart

No. of Vacancies : 01   Share this job

Job Description / Responsibility
  Not mentioned

Job Nature

Full-time

Educational Requirements
  Masters/Bachelor Degree in agriculture/aquaculture/animal husbandry

Experience Requirements

  • Minimum 3 year(s)

Additional Job Requirements

  • Minimum 3 years relevant experience.

plan & conduct training especially technical training on aquaculture, poultry, livestocks, agriculture etc, facilitate meetings/ workshops and report writing.

- Familiar with computer especially MS word, Power Point, Excel etc.

Salary Range

- TK. 23000

Job Location

Khulna

Job Source

Bdjobs.com Online job posting

Apply Instruction

Shushilan - a non-profit organization has been working in the field of Livelihoods, Environmental Resource Management, Health & Nutrition, Human Rights & Good Governance, Disaster Management and People organization development in Bangladesh since 1991 - is partnered with ACDI/VOCA and Project Concern International on the USAID-funded Program for Strengthening Household Access to Resources (PROSHAR). PROSHAR is a five-year project, started in June 2010, aimed at empowering communities through an integrated approach to achieve three main objectives to reduce food insecurity – (1) Income and access to food of poor and ultra poor households improved, (2) Health of pregnant and lactating women and children under 5 (with particular attention to children under 2) improved, and (3) Institutions and households prepared to respond effectively to shocks. Shushilan is seeking applications for the following position, based in Batiaghata Upazila of Khulna District, which are funded under Shushilan's sub-award with ACDI/VOCA:
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Please mark position's name on top of the envelope. Circular also available on www.shushilan.org
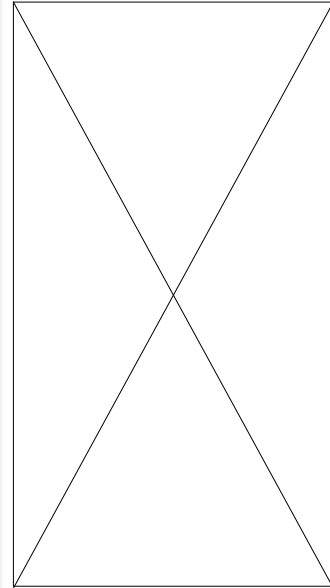
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Career Resource

- Interview Tips
- Cover Letter
- Resume Writing Tips
  English | Bangla

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CHECKLIST FOR PROGRAM OFFICIALS

1. How you will define Gender? Is gender a male or female issue or both?
2. What do you know about gender mainstreaming? Who is responsible for gender mainstreaming male or female?
3. How long you have been doing job here in this organization?
   a. Time before the GP was developed
   b. After GP was developed but serving for a long time
   c. Not more than two year
4. a. If you are an employee of category 3. a:
   a. Were you known about GP from the very beginning of developing process? If yes then
   b. How?
      i. Workshop,
      ii. Consultation,
      iii. Meeting,
      iv. announcement
      v. Others, specify
   c. Did the organization take your opinion about GP and its implementation at the time Gpolicy was development?
   d. Was there any sharing session after the policy was formulated? If yes did you find that you opening was included in the policy
   e. After launching the policy, how you came to know about the launching?
5. If you are a staff of category 3.b and 3c;
   a. How do you know about gender?
      i. Training?
      ii. Organizational Gender based M&E sharing/gender practice sharing/general sharing?
      iii. Program sharing?
      iv. Gender related reporting dissemination?
      v. Others
6. If you are category 3.a and 3.b employee what do you think about improvement of gender mainstreaming regarding early time of implementation and recent stage of implementation. Can you please highlight any example?
7. Is there any indication regarding gender in you JD?
8. Have you read recent Gender Policy? Is there any other policy or guideline related to gender in your organization?
9. Have you enjoyed any facility/s regarding gender specified in you organizational policy/s like;

    a. Paternal or maternal leave
    b. Promotion
    c. Posting
    d. Children space
    e. Others, please specify

10. Do you think that Gender mainstreaming activities inside the organization provides more facilities for women rather than man? If yes do you have any suggestion for equality?

11. These question is only for program head:
    a. How many man and women are working in you program?
    b. What is the proportion of man and women
        i. in head office or in field office; if you have centered and regional or field distribution
        ii. in overall program

12. How many women are in very senior position? In case of decision making, do you think your women officials are more/less or equivalent efficient like their mail counterpart. Please provide reason working behind the situation.

CHECKLIST FOR REPRESENTATIVE OF GENDER UNIT OR FOCAL PERSON

1. From when do you have Gender policy (GP)? How long GP is being practiced.

2. Why you developed your GP? Relevance. Key issues of your GP

3. Have there been any earlier efforts? How has the present proposal built on earlier activity? GP development process. Was there any organization as ideal model?

4. Is gender integrated in other policies? How is this done? How gp implementation is monitored and evaluated?

5. What arrangements have been made for further exploration of constraints and possible improvements?

6. If it is planned to change the way women and men carry out an activity – where it is done, payment, technology, kind of activity - is all this feasible? What positive or negative effects will there be on both women and men?

7. How will the policy affect women's and men's access to and control over the resources and benefits?

8. Does the organization adopt gender inclusive/participatory approaches?

9. Have both men and women been directly consulted in identifying such opportunities?

10. Does the organization have same guidelines for mainstreaming gender across programs? What mechanisms do you follow for implementation and feedback?

11. Does the organization adopt gender inclusive/participatory approaches? Have both men and women been directly consulted in identifying such opportunities?

12. Are partners aware of the organization's gender policy?

13. Are there appropriate opportunities for both women and men to participate in gender trainer positions? Do they need TOT? Does JD is essential for your resource persons?

14. Do your organization has own funding to ensure proper implementation of the policy? How much is the level of funding for the planned tasks?

15. Does the organisation have any practice to obtain resources, skill, expertise or grant, needed for gender perspective from other organisations?

16. Staff orientation: How they are oriented about GP

17. Is there a gender training/capacity building program across the whole organisation? What training techniques are used to develop gender understanding?

18. Apart from Gender training are there any other gender technical expertise enhancement programs within the organization?

19. Is there any provision of time to time Refresher arrangement scope?

20. Does the organization provide scope for systematic on-going consultation among the staffs? Please explain elaborately.

21. What incentives are there to motivate staff to be (more) gender competent?

22. Do all staff have gender included in their job description? If not all then which level staff have?

23. Is there any provision of gender related research? What type of research does the organization conducts? Usages of these researches.

24. If research scope exists:
    I.   Are key areas of gender-related research identified?
    II. Are women involved in the collection and interpretation of data?
    III. Is data analysed so as to provide guidance for the design of other projects or program?
    IV. Are both men and women, from both head office and field staff, involved in selecting what data is needed?

25. Do all staff, including senior managers, have gender-related key performance indicators (KPIs)?

26. Does the organization conduct any Gender Analysis and gender disaggregated data for its staffs?

27. Does the policy have a monitoring system? If yes then how often, in which way?

28. Is the monitoring system participatory – did members of the community select some of what is monitored and then collect the data?

29. What indicators are used for monitoring by the organization? Does the indicators monitored consistently?

30. Who determines the evaluation criteria?

31. Will participatory methods be used?

32. How and to whom will results of the evaluation be disseminated?

33. Will both men and women staffs be given the opportunity to formally comment on or state their reservations about the evaluation results?

34. Does the organisation undertake joint gender contextual analysis with partners?

35. Does the organisation share lessons learned in relation to gender practice?

CHECKLIST FOR COLLECTING BUDGET RELATED DATA (DATA COLLECTED FROM GENDER UNIT/FOCAL POINT)

1. Is there funding to ensure proper implementation of the policy? How much is the level of funding for the planned tasks?
2. Budgeting:
a. What % of programme/project budgets are allocated for mainstreaming gender?
b. What % of human resource development budgets is allocated to gender mainstreaming?
c. Does the organization has internal tracking and monitoring capability in case of Budgetary allocation
d. Do you practice gender budgeting? Please elaborate. How are budgets reviewed for their gender sensitivity? How are they monitored?
3. Does the organisation have any practice to obtain resources or grant, needed for gender perspective from other organisations?

CHECKLIST FOR SHUSHILAN ED:

1. From when do you have Gender policy (GP)? How long GP is being practiced.

2. Why you developed your GP? Relevance. Key issues of your GP

3. Have there been any earlier efforts? How has the present policy built on earlier activity? GP development process. Was there any organization as ideal model?

4. Does the organization adopt gender inclusive/participatory approaches?

5. Have both men and women been directly consulted in identifying such opportunities?

6. Is gender integrated in other policies? Yes/No. Do you have any mechanism to measure Gender policy implementation?

7. What arrangements have been made for further exploration of constraints and possible improvements?

8. How will the policy affect women's and men's access to and control over the resources and benefits?

CHECKLIST FOR ACADEMICIAN/SPECIALIST:

1. What is the definition of definition of Gender and Gender mainstreaming?
2. Is Gender mainstreaming at work station important? If yes then why and how? what are the Key Issues for gender mainstreaming at work place?
3. How the gender mainstreaming processes develop in an organization?
4. Especially for NGOs as organization, what are the indicators those can be checked for this Gender mainstreaming implementation?
5. When we can say that Gender mainstreaming has been implemented or implementation is going perfectly in an organization like NGO?
6. How staff can be aware about gender issues?
7. How can gender mainstreaming be monitored and evaluated?
8. What constraints could occur? How those can be tackled down?

RECRUITMENT OF MALE AND FEMALE

Year	Male	Female	Total	% of male	% of female
2008	102	38	140	73%	28%
2009	46	15	61	75%	25%
2010	141	46	187	75%	25%
2011	166	60	226	74%	26%

Source: HR Department, Shushilan.

BRAC Gender Policy 2007

Towards Gender Equality

TOWARDS GENDER EQUALITY

BRAC GENDER POLICY

Vision

Just, enlightened, healthy and democratic societies free from hunger, poverty, environmental degradation and all forms of exploitation based on age, sex, religion and ethnicity.

Mission

BRAC firmly believes and is actively involved in promoting human rights, dignity and gender equity through poor people's social, economic, political and human capacity building.

CONTENTS

LIST OF ABBREVIATIONS

BCV	BRAC Culture and Values
EMT	Executive Management Team
GAAC	Gender Awareness and Analysis Course
GAF	Gender Analysis Frameworks
GED	Gender Equality and Diversity
GEDT	Gender Equality and Diversity Team
GFP	Gender Focal Point
GJ&D	Gender Justice and Diversity
GP	Gender Policy
GRC	Gender Resource Center
GTT	Gender Trainers Team
GQAL	Gender Quality and Action Learning
HRD	Human Resource Division
JD	Job Description
LFA	Logical Framework Analysis
NGO	Non-governmental Organization
PGN	Practical Gender Needs
SGI	Strategic Gender Interests
SHarE	Sexual Harassment Elimination
STDs	Sexually Transmitted Diseases
VAW	Violence Against Women
VO	Village Organization
GPOG	Gender Policy Operational Guideline
WAC	Women's Advisory Committee.

BRAC Gender Policy 2007

PREFACE

As an NGO committed to empowering the poor, women in particular, BRAC has played an important role in Bangladesh's many achievements in bridging the gender divide, including the achievement of gender parity in primary education and the increase of female participation in secondary education. While the increased participation of women in economic and social activities has now become distinctly visible across all walks of life, Bangladesh still has a long way to go in achieving true gender equality.

As an organisation, BRAC continues to focus its interventions towards women and endeavors to adopt in all its practices a gender-sensitive approach that takes into account the inequalities prevalent in society. Towards this end, in 1997, BRAC adopted a Gender Policy with the aim of achieving gender equality in a systematic manner both within the organisation and in its scope of work. The policy provides the necessary guidelines for ensuring gender equality in the organization's activities. After ten successful years, BRAC's Gender Policy has been reviewed in the face of new challenges in order that it can contribute more precisely and effectively towards gender equality in a changed landscape.

Gender equality is a sensitive issue which requires commitment from every level of the organisation and the integration of gender-perspective into all activities. It is my sincere hope that each and every BRAC staff member will make their best efforts to implement the Gender Policy.

I appreciate the contributions of the Gender Justice & Diversity (GJ&D) section of HRD in leading the policy review process. I believe that the distinctive gender integration features of this policy will be very effective and provide a great level of support to all staff. I conclude with the hope that this policy will help all BRAC staff to become more gender-sensitive, contribute further to achieving gender equality in all their work and ensure a gender-friendly work environment.

Fazle Hasan Abed
Founder and Chairperson, BRAC

Gender equality is the goal: gender mainstreaming is the strategy.

Mainstreaming – What does it involve?

1. Understanding the policy environment – what is the legislative and institutional context?
2. Consulting men and women, boys and girls, special care must be taken to ensure that women's and girl's needs are articulated.
3. Assessing gender differences and inequalities in roles, responsibilities, needs, constraints and access to opportunities and resources.
4. Disaggregating data by sex.
5. Setting explicit gender equality objectives.
6. Developing gender equality indicators to measure progress.
7. Supporting gender sensitive monitoring and evaluation system.
8. Drawing together good practice and lesions learned and sharing these with partners.
9. Building alliances with likeminded partners and encouraging coordination.
10. Promoting positive images of women and men and avoiding stereotypes.
11. Using gender sensitive language in all communications.

CEDAW includes articles on the elimination of discrimination in public life, civil status, education, employment, healthcare and other aspects of social and economic life.

MDGs also cover the promotion of gender equality and empowerment of women.

1. Rationale for BRAC's Gender Policy

BRAC, the largest southern NGO, provides and protects the livelihoods of an estimated 110 million people with its development interventions in Asia and Africa. BRAC's comprehensive approach combines economic development interventions such as microfinance with interventions in health, education and social development as well as human rights and legal services, linking all programmes strategically to counter poverty.

Since its inception in 1972, BRAC recognized women as the "change agents" within the family and community and realized that they play a vital role in ensuring their family's health, nurturing their children's education and, subsequently, ensuring the sustainability of their households. BRAC also realized that on a day to day basis, women's mobility, decision-making capability and access to resources were being controlled by men. In order to achieve gender equality, redistribution of power through economic, social and political empowerment was necessary. BRAC has therefore placed focus on the empowerment of women through all its interventions, directing the majority of its programmes towards them.

In 1997, BRAC adopted a Gender Policy in order to eliminate discrimination against women and influence organizational change in the prevailing patriarchal social system which encouraged inequality. The policy experienced significant achievements in helping transform the perception of women's role in society and encouraged understanding of the experiences of minority groups, especially women, within the organisation and in its scope of work.

After a decade, the Gender Policy has been reviewed in order to incorporate past experiences and new national and international milestones. Thirty-eight policy review workshops organized at different levels of the organisation have brought about a renewed attitude towards the policy, generated numerous important ideas and identified several gaps. By addressing these gaps and incorporating recommendations generated through the workshops, a new, simpler and more definite Gender Policy has been developed and a friendly operational mechanism is introduced.

2. Goal

BRAC aims to be responsive and to promote gender equity and equality within the organisation and ensure that all its programmes, intervention activities and research serve the needs and interests of women and men equally and work to eliminate all forms of discrimination against women.

3. Objectives

*   To provide the right direction and guidelines to all BRAC staff in policy-making, formation and planning, designing and implementation of development programmes/projects in a gender sensitive manner;
*   To create a congenial work environment within BRAC which enables women and men to work together in a equitable, effective and mutually respectful manner.

4. Principles

*   **Gender equality is key to sustainable development:** Poverty and gender inequality are interrelated – one exacerbates the other. Due to gender discrimination within all levels of the social system, women are especially vulnerable to and the worst affected by poverty. On the other hand, women's poverty enhances the poverty of the whole family and affects the sustainability of the family, as women play a vital role in their family's education and health. BRAC will therefore continue to promote gender equality and prioritize women's issues, focusing on gender equality as a central issue in all its development activities.
*   **Gender equality involves both women and men :** It is impossible to achieve gender equality through the singular efforts of women. It is imperative that men's level of understanding is also developed so that they can adopt the necessary mindset and the willingness to contribute equally to achieving gender equality.
*   **Empowerment of women has always been a major focus of BRAC:** Women's empowerment is a human rights issue and key to achieving gender equality. BRAC is therefore committed to women's empowerment through all its activities.

- **Gender friendly work environment:** A gender-friendly work environment is a precondition to achieving gender equality in the workplace and BRAC is determined to establish this kind of enabling atmosphere within the organisation.
- **Start from within:** Unless a development agency practices the values of gender equality within itself, it cannot bring effective changes in the society through its programmes. Therefore BRAC is committed to take forward all possible measures to establish gender equality within the organisation.

5.Organisational Measures

By approving the reviewed Gender Policy, BRAC's Executive Management Team has agreed to allocate the resources necessary and establish a line of accountability for the implementation of the policy. Management has also agreed to assign relevant personnel to examine other policies operational within the organisation in order to ensure consistency with the gender policy.

BRAC will take the following specific measures to create a gender friendly environment within the periphery of the organisation:

5.1 Organisational Commitment

- Organisational commitments must be demonstrated through putting in place a comprehensive gender policy that will translate into practice at all levels
- All policies and procedures will be revised in accordance to the gender policy
- BRAC aims to reach a female staff recruitment ratio of 30% by the year 2012. To achieve this target, BRAC will offer flexible terms and conditions and other benefits to encourage women to join and build their careers with BRAC
- The Human Resource Division (HRD) as well the individual programmes will analyze the gender ratio of their staff prior to any recruitment and take appropriate steps to achieving gender balance
- Interview panels will be formed with equal representation of men and women and must be friendly to female candidates. Interviews will include gender-related questions to assess candidate's knowledge, ideas and attitudes regarding gender issues

- Training, exposures and other opportunities will be provided to female staff in order to enhance their competency and improve their abilities to assume senior positions
- At least 30% of staff development funds will be used for performance development of female staff

5.2 Awareness and Capacity Development:

- Gender awareness training has continuously been provided to all staff in order to encourage development of correct attitudes
- All staff will be equipped through training with the appropriate skills necessary for gender integration in their respective programmes
- Gender perspective will be integrated into on-going and future training programmes
- Dialogue on gender issues will be facilitated among male staff through workshops and seminars, in order to encourage a positive attitude towards women's empowerment
- Awareness will be developed on the effects of HIV/AIDS and other STDs on women and men's role in their transmission

5.3 Organisational Culture

- All programmes and departments will strictly implement the Sexual Harassment Elimination (SHarE) Policy and take adequate measures to ensure staff awareness of the policy
- The Sexual Harassment Elimination (SHarE) & Staff Relations Section will monitor the implementation of the SHarE policy and provide necessary assistance to the programmes

and departments. The SHarE & Staff Relations Section will provide counseling to victims of sexual harassment
- Open discussion on gender based discrimination and violence against women will be encouraged in order to create a gender-friendly working environment
- Special needs of female staff, such as maternity leave, flexibility during pregnancy, post-partum and lactation period, and issues related to travel time and work hours, will be fully considered
- Evidence of gender-bias at both individual and institutional levels will be challenged and special efforts made to recognize achievements of female staff
- Due importance will be given to the voice of women and other socially discriminated groups in all planning and decision-making processes
- Awareness will be created among male staff about the objectives of paternity leave and they will be encouraged to the provision accordingly

5.4 Accountability

- Gender Equality & Diversity (GED) Team is in action to introduce accountability and ownership among staff. The team will analyze the progress of the Gender Policy Monitoring mechanism and the Gender Policy Operationalisation Action Plan in all departments and programmes. The GED team will be accountable to the EMT and receive necessary technical assistance from the GJ&D section
- Supervisors will be encouraged to play a strong role in the gender-mainstreaming process and to incorporate the concept in all activities, ranging from staff appraisals to programme monitoring

- To ensure staff accountability in implementing the gender policy, specific actions are to be included in the Job Descriptions (JD) which will be assessed and evaluated during staff appraisal

5.5 Organisational Development

- To ensure effective implementation of the gender policy, BRAC will conduct internal gender audit of all programmes and departments in order to identify gaps and take necessary action
- BRAC will conduct annual surveys to monitor attitude changes among staff and take action according to findings
- An Operation Plan will be developed to ensure proper implementation of the gender policy in which monitoring indicators will be established

6. Expected Output Will Include

Endorsement of Gender Policy by EMT	EMT and GED teams monitor progress of implementation of gender policy, with the help of monitoring indicators
Gender Policy translated to Bangla and distributed to all staff	Gender Audit performed and action plans, developed from audit, also implemented
All policies and procedures revised in accordance with gender policy	Gender issues included in all the staff JDs and staff activities evaluated continuously
Staff sensitization on gender issues enhanced	Increased participation of staff (esp. male staff) in gender-related activities
Work environment improved for both women and men (as indicated in climate survey) Female representation in EMT increased	Sexual harassment dealt-with in a swift, fair and effective manner, reducing occurrence 30% female staff ratio reached

7. Programme-Related Measures

7.1 Program designing, planning and implementation

BRAC will focus on the following areas in order to ensure that all development programmes and projects contribute towards gender equality:

- Incorporate gender equality measures into all project design documents and tools and at all stages of project life-cycle, including planning and implementation
- Develop Gender Analysis Frameworks (GAF) and checklists as tools to assist staff in integrating gender issues into programmes

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The framework will focus on issues of:

- Equal social and economic benefits in terms of secure livelihoods, human development and dignity for both women and men in the target population
- Equal participation, decision-making, and influence of women and men in project, household and community structures
- Solidarity and collective action by community members to reduce gender discrimination, exploitation and violence against women and girls
- Equal participation and influence of women and men in local governance structures
- Increased and equal access for women and men to life management education required for secure livelihoods and personal development

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- Develop capacity of staff in using gender analysis framework and assigning relevant persons to ensure gender policy implementation at programme level
- Incorporate gender strategic planning for programmes and projects in consultation with all stakeholders, especially women, using GAF
- On-going projects will be reviewed and revised as and when necessary, to ensure compliance with gender policy guidelines
- Clearly incorporate gender issues in Logical Framework Analysis (LFA) for all programmes and projects
- Design implementation strategies to take into account existing gender relations and attempt to redress inequalities

- Devise mechanisms for promoting women's participation in decision making processes at all levels and in all spheres – project, programme, community, and family
- Ensure equal access to technology related activities for women and develop necessary mind-set to encourage women's participation in technical matters
- Include resources in monitoring to assess the effectiveness of programmes in addressing gender issues
- Address the issues and special needs of adolescents in BRAC Programmes
- Explicitly acknowledge women's workload, responsibilities and contributions to family and community
- Emphasize and ensure male participation in addressing violence against women
- Incorporate gender as an essential component in project evaluation, analysis and research
- Ensure that documentation including reports and communication materials are gender-friendly and responsive
- Apply degree of gender sensitiveness as a criteria for partner selection
- Share and ensure impact of knowledge gained from programmes such as the Gender Quality Action Learning (GQAL) (initiated by the GJ&D Section) in all programmes

7.2 Advocacy & Networking

- BRAC will actively participate in local, national, regional and international level networks promoting gender equality
- Through these networks, BRAC will undertake advocacy initiatives for the formulation and implementation of policies promoting gender equality
- BRAC will support women's organisations that are working to eradicate physical, mental or emotional violence against women and also encourage men involvement eliminating this type of violence
- BRAC will extend support to all organisations working for women's empowerment and accept and adopt knowledge and best practices from them
- BRAC will establish partnerships and network with organisations having gender expertise for project implementation, training or technical assistance

7.3 Information, Education and Communication

- Visual materials and campaigns should continuously emphasize more to target women specifically and the message should address women's as well as men's interests and concerns
- BRAC will continue to ensure that promotional messages will be disseminated, highlighting women's empowerment
- Use positive messages, illustrations or presentations to highlight expected gender and parenting roles, as opposed to the stereotypical gender roles, that are interchangeable among women and men
- Disseminate/ distribute information communication materials to both women and men throughout the organization

7.4 Monitoring and Evaluation

- Gender sensitivity will be ensured in monitoring mechanisms and subsequent processes that measure participation, outcome and changes for both women and men
- Project/programme information will be collected in a sex-disaggregated manner to provide gender-specific information and gender responsive qualitative analysis of the collected data will be emphasized
- All reports, studies and the evaluation of BRAC's core programs should highlight gender issues in their findings.

8. Expected Output Will Include

Gender issues incorporated into all programmes and prioritised in discussions and training	Monitoring indicators and logframes of all programmes reviewed to incorporate gender
Gender analysis framework developed and staff capacity built-up for its use	Issues and special needs of adolescents addressed in programmes
Gender issues specifically mentioned in the purpose and output parts of the LFA of all projects	Gender given high priority in all research activities and publications
Relevant person assigned to coordinate gender policy implementation process at programme level	Significant role played by BRAC in the advocacy of women's right issues at the national level
Violence Against Women (VAW) given high priority in all programmes and men's movement successfully initiated regarding violence against women	Qualitative achievements on gender issue highlighted in programme analysis and evaluation
Pilot programmes on women empowerment initiated by GJ&D section and resulting knowledge utilized	All programmes following the GPOG action plan to ensure gender policy implementation

9. Roles, Accountability, Ownership and Resources to Implement the Gender Policy

Each and every staff member of all BRAC programmes, projects, divisions and departments share the responsibility of successfully implementing the gender policy and every individual will be held accountable. Supervisors should play a strong role in ensuring the application of appropriate steps for gender- mainstreaming by their teams.

Every BRAC staff member should make all necessary efforts to study the Gender Policy and become fully acquainted with its guidelines. The policy will be available to all staff in both Bengali and English versions.

Adequate resources and appropriate institutional arrangements are crucial for gender mainstreaming across the organisation. The roles and resources available in administering and supporting policy implementation are outlined below:

Gender Equality and Diversity Team (GEDT) – The GEDT team, consisting of programme directors and their representatives, will play an advisory role in the policy implementation process. The team will be responsible for creating ownership and accountability over the policy among staff and also follow up on the Gender Policy Monitoring mechanism and the GPOG Action Plans of all programmes and departments. The GEDT team will be reportable to the Executive Management Team and will develop annual workplans that define the steps for policy implementation.

Gender Justice and Diversity (GJ&D) Section – The GJ&D section is the unit primarily responsible for overseeing and monitoring the implementation of the Gender Policy and providing any technical assistance required at different levels of the organisation. The section will also lead the process of developing indicators and frameworks and under the guidance of the Gender Equity and Diversity Committee (GEDT), develop a corporate action plan for policy implementation. The GJ&D section will be reportable to the Director, HRD and its staff will consist primarily of gender specialists.

Gender Focal Point (GFP) – A Gender Focal Point team consisting representatives from each programme, project, division, department and unit in the organisation will be formed which will work closely with the GJ&D section to incorporate the gender policy into the respective programme.

The GJ&D Section will provide the necessary capacity building for the GFP team to enhance their capacity to provide leadership in gender integration. The GJ&D section will also guide the team, using the Gender Policy Operational Guideline, in developing and implementing action plans.

Gender Trainer Team - The GJ&D Section will work to enhance the capacity of the members of Gender Trainer Team of BRAC Training division which will facilitate Gender Training/workshops/discussions for staff.

Gender Analysis Frameworks – A gender analysis framework will be developed, with technical assistance of an external gender expert, to be used for interventions, proposal design, ongoing programme reviews and research.

Gender Policy Operationalisaton Guidelines (GPOG) – The GPOG will be developed to assist staff in incorporating the policy into their respective programmes.

Annual Action Plan – The GJ&D section will develop an action plan that outlines steps for policy implementation while each programme and department will develop an annual perspective action plan in accordance with the GPOG, with overall progress being monitored by the EMT.

Resource Allocation – The EMT will allocate the necessary resources to implement the gender policy across all levels of the organisation.

Glossary of Terms

Gender

Gender refers to socially constructed roles played by women and men that are assigned on the basis of sex. Gender is used as a means to distinguish similarities and differences between women and men without direct reference to human biology but rather to the behavioral patterns expected of women and men and their cultural reinforcement. These roles are usually specific to a particular area and time.

Gender Equity

Gender equity is the principle and practice of fair and equitable allocation of resources and opportunities for females and males — a stage in the process of achieving gender equality. In order to ensure fairness, measures must be taken to compensate historical and social disadvantages that prevent women and men from otherwise operating on a level playing field.

Gender Equality

Gender equality entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female.

Gender Mainstreaming

Mainstreaming focuses on the institutions, policies and programmes that have a broad impact on setting the conditions under which communities, households and individuals function. It seeks to ensure that these institutions, policies and programmess respond to the needs and interests of women as well as men and distribute benefits equitably between women and men. Finally, it seeks to redress the existing disparity between women and men in income generating activities, resources, responsibilities and opportunities.

Gender Awareness

Gender awareness is the recognition and understanding of the differing needs, interests and priorities of women and men and the different contexts, opportunities and constraints faced them as a result of their gender.

Practical Gender Needs

Practical Gender Needs are the needs women identify in their socially accepted roles in society. PGNs do not challenge, although they arise out of, gender divisions of labour and women's subordinate position in society. PGNs are a response to immediate perceived necessity, identified within a specific context. They are practical in nature and often inadequacies in living conditions such as water provision, health care and employment.

Strategic Gender Interests

Strategic Gender Interests (SGIs) are identified by women as a result of their subordinate social status and tend to challenge gender divisions of labor, power and control and traditionally defined norms and roles. SGIs vary according to their particular contexts and may include such issues as legal rights, domestic violence, equal wages and women's control over their bodies.

Gender Analysis

Gender analysis is a systematic way of looking at the different impacts of development, policies, programmes and legislation on women and men that entails, first and foremost, collecting sex-disaggregated data and gender-sensitive information about the population concerned. Gender analysis can also include the examination of the multiple ways in which women and men, as social actors, engage in strategies to transform existing roles, relationships, and processes in their own interest and in the interest of others.

Women's Position in Bangladesh

Women in Bangladesh continue to remain highly disadvantaged in terms of the standard of human development. Their inferior status in society is due to low literacy rates, unbalanced wage rates, low life expectancy and, most importantly, the lack of access to economic, social and informational resources. Their disadvantaged situation is a direct consequence of not only this lack of access to resources but also, more importantly, the patriarchal ideologies, cultural values and attitudes prevalent in all levels of Bangladeshi society. The patriarchal ideology predominantly influences and demarks the division of labor where work is allocated on the basis of sex, both within the four walls of the home and at the workplace.

Women's participation in a job or career is often significantly different from that of men. A part of that difference results from external conditions such as the double responsibility of home making and child care as barriers to opportunity, together with prevalent misogynist attitudes and behaviors. Sexism affects not only women's personal lives but is also reflected in all public institutions, including the work place, social arena and formalised in laws and customs.

In patriarchal social systems such as Bangladesh's, men possess more power and have greater access to social, economic and informational resources than women. As a consequence of this power and privilege, men in these types of societies are able to attain positions that allow them to shape policies and systems which give rise to further imbalance. To understand this imbalanced distribution of power and privilege, there is a need to examine how it came into being, how the oppression of women by men is related to other forms of social oppression and to develop strategies to eradicate it. This means redefining societal norms, eliminating bias in institutional structures and legal frameworks and working for political commitment toward such changes. And it is of primary importance to organise women in protest against undue subordination.

It is of great irony that in most societies and organisations, members of the dominant group define overall purpose, values and procedures in such a way as to acquire direct control over decision-making processes. The non-dominant groups are then forced to fit in to established practices and culture. In such cases, it is now time to take the necessary steps correct these imbalances and inequalities so that everyone, despite differences in gender, religion, or social background, has equal choice and access to opportunities.

BRAC's Gender Approach Timeline

BRAC is patronising gender equality through the empowerment of women and the transformation of gender relations within village households and communities as well as the organisation itself. In the late 80's, BRAC directed all its policies and programmes toward achieving gender equality through sustained interventions that targeted women's basic needs and strategic interests such as health care, legal education, access to credit and gender awareness and training.

This kind of commitment involves long term strategic planning and BRAC, as an advocate for social change, is constantly pioneering new ways to engage women and encourage their participation in the development process with the ultimate goal of empowering them economically, socially and politically. In this process, it is essential that men and women work collectively, developing partnership in implementing institutional and social change.

BRAC has adopted specific programmes and projects to empower rural women over the years. A timeline of the relevant programmes and projects are as follows:

Year 1973
- Women Village Organisation formed in Sulla Project

Year 1975
- Jamalpur Women's Project commenced

Year 1980
- Oral Re-hydration Therapy training delivered door-to-door to 13 million rural mothers by specially recruited female staff. These female staff pioneer in Bangladesh as field staff and they directly contributed in women mobility in rural Bangladesh

Year 1985
- 70% female enrollment policy adopted for Non-Formal Primary Education Programme
- Credit and income generation programme for disadvantaged women initiated

- Non-traditional income generating projects introduced to mainstream women into development
- Greater number of female staff recruited

Year 1986
- Programme initiated to provide legal education to women VO members

Year 1987
- Income Generation for Vulnerable Group Development (IGVGD) programme initiated, targeting ultra poor women exclusively

Year 1991
- Women's Health & Development Programme started.
- Women's Advisory Committee (WAC) formed to help identify and redress barriers to effective participation by women in organisational activities

- A one-day course called "Men & Women in Partnership Development" launched based on WAC recommendations

Year 1992
- Workshop on gender research conducted
- Circular on values and gender aspect of community living drafted by WAC
- BRAC introduced 2 (two) days of desk-work for female field staff to cope with menstrual discomfort
- Gender Consultation held with all senior BRAC staff
- Gender Awareness Analysis Course (GAAC) introduced for all BRAC staff
- Organisation and program gender analysis started

Year 1993
- Program revisited field work time of considering gender role.
- Policy of affirmative action adopted and decision taken to allocate motorcycles to female staff six months earlier than male staff

Year 1994
- Conduct Gender Needs Assessment Survey at staff level
- Strategic planning meeting of BRAC Gender Training Programme leads to comprehensive Gender Programme
- Research Division held a major workshop on Gender Analysis to develop gender analytical framework and build the capacity of the researchers to incorporate gender concerns in every field of research
- Policy to promote women rapidly to management positions adopted

Year 1995
- The Gender Quality Action Learning (GQAL) Programme launched to improve staff relations and quality of BRAC programmes.
- UNICEF's Meena Project (relating to gender issues of female children) launched though BRAC
- The Gender Resource Center (GRC) established to disseminate gender related information to all staff and initiate ongoing dialogue on gender
- A "women only" recruitment policy adopted

Year 1996
- Senior management took part in gender training
- An eight-month leave without pay introduced for women staff members, in addition to a three-month, paid, maternity leave
- BRAC values were redefined on the basis of gender perspective
- BRAC culture and values (BCV) launched

Year 1997
- Gender training for VO members introduced
- Subsidized crèche for children of BRAC staff set up at the BRAC Head Office in Dhaka
- BRAC contributed in national women development policy of Bangladesh GOV
- Gender sensitisation vision, mission and strategic implementation were introduced
- First Gender Policy of BRAC developed

Year 2000
- A pilot of GQAL VO program launched through GQAL team of training division.
- Adolescent development programme launched with almost 100% girls
- Started APON/LSB course for adolescent boys and girls

Year 2001
- GQAL with VO initiated jointly with training division and RED

Year 2002
- Maternity leave increased to four months from three months

Year 2003
- BRAC senior management granted expectation list to improve female staff retention
- Needs assessment on sexual harassment

Year 2004
- First policy for sexual harassment elimination developed

- Sexual Harassment Elimination (SHarE) Unit established
- Introduced seven-days paternity leave.
- BRAC code of conduct reformulated

Year 2005
- GQAL VO launched in STUP area with VO members in 2 districts
- GEDT(Gender Equality Diversity Team) team formed

Year 2006
- Gender policy revisited
- Monkhule Kotha Bola Forum established
- Gender trainers team initiated