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**UNDERSTANDING WOMEN'S POSITION
IN PVDO MANAGEMENT IN
BANGLADESH**

BY

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PACT Bangladesh/PRIP

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Contents

Page

PREFACE ACRONYMS USED

1.	INTRODUCTION	1
1.1	Background	1
1.2	Objectives	1
1.3	Terms of Reference	2
1.4	Methodology	2
1.5	Presentation of the Report	4
1.6	Limitations	5
2.	BARRIERS TO WOMEN MANAGERS	6
2.1	Management Issues : Recruitment	8
2.2	Barriers to Development as Managers within their own Organizations	10
2.3	Mobility - Is it Important for Work ?	11
2.3.1	Preferred Mode of Transport	11
2.4	Working Late	12
2.4.1	Working Late Nights - Under what Conditions ?	17
2.5	Child Care, Maternity Leave and Leave for Personal Reasons	14
2.6	Discrimination and Harassment	18
2.7	Are Women Managers Necessary ?	21
2.8	Training	23
3.	POLICIES AND PROGRAMS	27
3.1	Existing Efforts to Promote Women's Participation	28
4.	SCOPE FOR FUTURE ACTION	30
5.	CHANGES DUE TO WOMEN'S PRESENCE AS MANAGERS	32
6.	SUMMATION	33
7.	SUGGESTED ROLE OF PACT BANGLADESH/PRIP	34
ANNEXURE		
A.	Terms of Reference	
B.	List of Selected PVDOs	
C.	Blank Questionnaires	
D.	List of Entry Workshop Participant PVDOs	
E.	List of Interviews of PVDO Directors	
F.	List of Final Workshop Participant PVDOs	
G.	Working Tables 1 to 19	

PREFACE

The gap between rhetoric and reality is something that PVDOs (Private Voluntary Development Organizations) in Bangladesh - and elsewhere - have to keep in the forefront of their thinking. This is very true in the field of women in management. Tahera Yasmin and Mirza Najmul Huda have worked on a very important topic - the position of women in the management of PVDOs - and have come up with some worrying information. PVDOs need to address the topics they have identified.

The process by which Yasmin and Huda worked is very interesting too. It was very participatory : the questions which were important to ask were finalized only after entry conferences with the interested parties; the results were analyzed in conjunction with interested parties. Many people have bought into this process, and I hope many will read, reflect, and act on the suggestions made in this report and its Bangla translation.

Many NGO funding organizations' staff have been through gender training in the last three years, but this is not yet true of the staff of the organizations they fund. This is surely the next step. Putting gender rhetoric into organizational reality is a further and very necessary step.

For our part, PRIP takes note of Yasmin and Huda's suggestions for PRIP (P.47), and we would be glad to act as a clearing house for information on women's management until a specific organization or network takes this subject up.

**Richard Holloway
PACT/PRIP**

ACRONYMS USED

ADAB	Association of Development Agencies in Bangladesh
BMDC	Bangladesh Management Development Centre
BPHC	Bangladesh Population Health Consortium
BRAC	Bangladesh Rural Advancement Committee
CIDA	Canadian International Development Agency
IGA	Income Generating Activity
MUK	Manobik Unnayan Kendra (Centre for Human Development) (of Proshika)
NGO	Non Governmental Organization
PACT	Private Agencies Collaborating Together
PVDO	Private Voluntary Development Organization
RFO	Regional Field Office (of ADAB)
TOR	Terms of Reference
VERC	Village Education Resource Centre
WID	Women in Development

1. INTRODUCTION

1.1 Background

In Bangladesh, most Private Voluntary Development Organizations (PVDOs) have, as one of their main objectives, the improvement of the situation of women. In many cases, PVDOs have evolved creative approaches towards this end, and generally agree that women themselves should be in control of programs designed for them. However, the contemporary situation shows that, while women remain as one of the major development targets and recipients of substantial budgetary allocation, very few indeed control women's programs. This study has been based on the assumption that the number of women in management positions in PVDOs is dis-proportionately less than the number of men. A review of information available from the Directory of NGOs in Bangladesh 1993, published by the Association of Development Agencies in Bangladesh (ADAB), reveals that of the 187 central members, only 25 (13%) are led by women. Similarly, in case of 254 chapter members, only 33 (13%) have women in top positions. Therefore, out of the total of 441 member PVDOs, only 58 (13%) are led by women. This survey itself has found that of the 189 top level managerial staff, 71% are male while 29% are female. This finding is truly in line with our basic assumption stated above.

This situation exists despite the efforts of finding, training and placing women in management positions by PVDOs.

Past research on the issue of dearth of women in management positions of development agencies have identified the following reasons :

- a. Practical constraints like :
 - (i) mobility and security problems,
 - (ii) lack of sufficient education,
 - (iii) insufficient socialization for work
- b. Strategic problems like :
 - (i) women's disproportionate obligations at home
 - (ii) discrimination that women face whenever they try to exert authority.
- c. Men's attitudes in the work place that undermine women's authority.

An attempt has been made in this exercise to ascertain if the above factors still remain, and if they do, in what form.

1.2 Objectives

PACT Bangladesh/PRIP is very interested in increasing the number of women in PVDO management positions, and feel that a survey of the present situation will be a necessary first step which will hopefully have three results :

- a) clarify the seriousness of the present situation;
- b) concentrate PVDO leaders minds on the problem; and
- c) encourage people to share their ideas on how to overcome the problem.

1.3 Terms of Reference

A sample survey of ADAB members was to be undertaken on the incidence of women in management positions in PVDOs in Bangladesh and the problems that exist in increasing their number. The Terms of Reference (TOR) also required that the survey was to be conducted in liaison with ADAB, to gain their support and endorsement for the research.

The detailed TOR is enclosed as Annex-A.

The results of the survey were to be presented at a workshop of those surveyed. A report in Bangla and English were to be produced at the end of the contract. This is that report.

1.4 Methodology

In compliance with the TOR, the selected PVDOs were restricted to ADAB central and chapter members. The organizations were selected on the basis of:

- a) geographical location
- b) size of operation
- c) program objectives
- d) gender composition of organizational leadership.

International organizations were not included in the survey as it was felt that the situation within these organizations did not really represent the situation particular to Bangladesh.

A primary list of 30 organizations, based on the above criteria, was extended after consultation with PRIP and ADAB's Regional Field Officers who had the first hand knowledge regarding local organizations. 62 PVDOs were finally short listed of which 39 responded by sending in filled questionnaires. Annex-B shows a list of the PVDOs that were sent questionnaires and those that responded.

In some cases, more than one of the required responses were received from both women and men staff; their responses were included as the research team felt that they were of some significance. From the 39 PVDOs that responded (fully and partially), there were 34 responses by women from 32 PVDOs, 48 responses by men from 32 PVDOs, and in all 29 directors responded to the questionnaires.

Geographically, the selected PVDOs were spread over all five regions of the country with the aim of making the survey as representative as possible, and also to be able to assess the situation in general. All 14 ADAB chapters were represented in the sample through inclusion of 27 central and 12 chapter members.

With regard to size of operation, the sample included 16 national level and 23 local level organizations.

The scope of activity of PVDOs included organizations that targeted primarily on women, that targeted on both women and men, on legal literacy/awareness and litigation, on women's health, advocacy, training and support service delivery agencies.

Of the 29 responses from directors of PVDOs, 19 (4 women and 15 men) were from local organizations and 10 (4 women and 6 men) were from national organizations. Thus out of 29 director respondents, there were 8 women and 21 men. Again, among the local PVDOs, 12 were implementing either exclusively or mainly women's programs. The corresponding figure for the national PVDOs was 5.

Out of a total of 441 member PVDOs of ADAB, the sample covered 9% (39 PVDOs). Again, among 58 PVDOs led by women, the sample covered 14% (8 PVDOs).

A set of sample questionnaires were developed for three key persons in each organization : the director, the woman placed at the top management position and her male colleague. The aim was to elicit an understanding based on the woman manager's problems and issues, along with her director's and male colleague's. The intention was also to see if any problem/issue was perceived similarly or differently, and more importantly, to understand each of these three positions in relation to the topic of the survey. A set of three blank questionnaires are enclosed as Annex-C.

The questionnaires were introduced at three entry workshops held at Dinajpur for northern PVDOs, at Jessore for southern and western PVDOs, and at Dhaka for central and eastern PVDOs. The feedback from the workshops gave the final shape to the questionnaires. Annex-D shows a list of participating PVDOs at each of the three entry workshops.

In an attempt to maintain the confidential nature of the responses, each set of questionnaires contained separate self addressed and stamped envelopes. Organizations were requested to return the completed questionnaires within two weeks.

Intense follow-up through telephone, letters and in person were required to ensure the questionnaires were filled properly. Despite all efforts, responses

were late in coming and continued to trickle in till the day of final workshop and even afterwards.

During this period, a number of Executive Directors of relevant PVDOs were personally interviewed with the objective of understanding the problems and seeking solutions beyond the scope of the questionnaires. They were the heads of national organizations with focus on women's health, gender specific development, and management training for women. International organizations were included in this interview-survey to see whether their problems were similar to that of Bangladeshi organizations, and if they were looking at alternative solutions. Annex-E shows a list of Executive Directors of PVDOs that were interviewed in Dhaka.

At the final workshop, along with the 39 selected PVDOs, both international and funding agencies were invited. Preliminary findings were presented at the workshop. Annex-F shows the list of participants at the final workshop.

1.5 Presentation of the Report

The information collected through the survey were tabulated and then analyzed. In certain cases, the responses were made in order of importance and given corresponding weights during data analysis. The working tables have been shown in the Appendix while the same information have been presented in graphics (for easier visualization and clarity) in the main body of the report. In each case, the tables show the number of women, men, and/or director responses for the particular table's question(s). The tables and corresponding figures (graphics) have no shortened title but include the question(s) asked to the respondent.

A series of questions were asked of women, men and director respondents. In each case, they were asked to mention the barriers faced by women managers. These barriers were :

1. Social
2. Cultural
3. Religious
4. Mobility
5. Education
6. Family Attitude
7. Social Attitude
8. Institutional Attitude
9. Child Care
10. Financial
11. Self Confidence
12. Political

The respondents were also asked to rank their answers by four degrees of importance as follows:

- A = Most Important
- B = Relatively Important
- C = Important
- D = Not so Important

The data collected through the survey have been tabulated and are shown in Annex-G.

In order to make a definite judgement as to the relative importance of each barrier, a system of weighting was used. Thus the 4 categories were given a numerical weight (A=4, B=3, C=2, D=1) and the answers are presented both in the Working Tables: 1-19 (Annex-G) as well as in the form of bar graphs (Figures:1-18).

The feedback from the final workshop has been incorporated in the report, wherever applicable.

1.6 Limitations

As with most surveys, this one is also limited by the very nature of the process. In an attempt to quantify the responses, most questions were multiple choice in nature that restricted the free-flow of information. Some attempt was made for qualitative answers that made the tabulators job complicated and time-consuming.

2. BARRIERS TO WOMEN MANAGERS

Referring to Table: 1 and corresponding Figure: 1, women have identified, in order of priority, the following barriers to development of women as managers in general in Bangladesh :

- Limitation of Mobility
- Social
- Religious Practice
- Family's Attitude

In the same table, men have identified the following in order of priority :

- Religious Practice
- Social
- Limitation of Mobility
- Family's Attitude

There is thus good correlation between male and female attitudes on this question.

Referring to Table: 2 and corresponding Figure: 2, we see that women have identified the following barriers within their own PVDOs :

- Social
- Personal - Child Care
- Community's Attitude
- Limitation of Mobility
- Education
- Personal - Self Confidence

Note : The last three barriers were ranked equally.

In Table : 2, men identified the following barriers women face, in order of priority :

- Limitation of Mobility
- Education
- Religious Practice
- Family's Attitude

It is apparent from the above, that the correlation between the women's and men's responses is limited.

FIGURE : 1

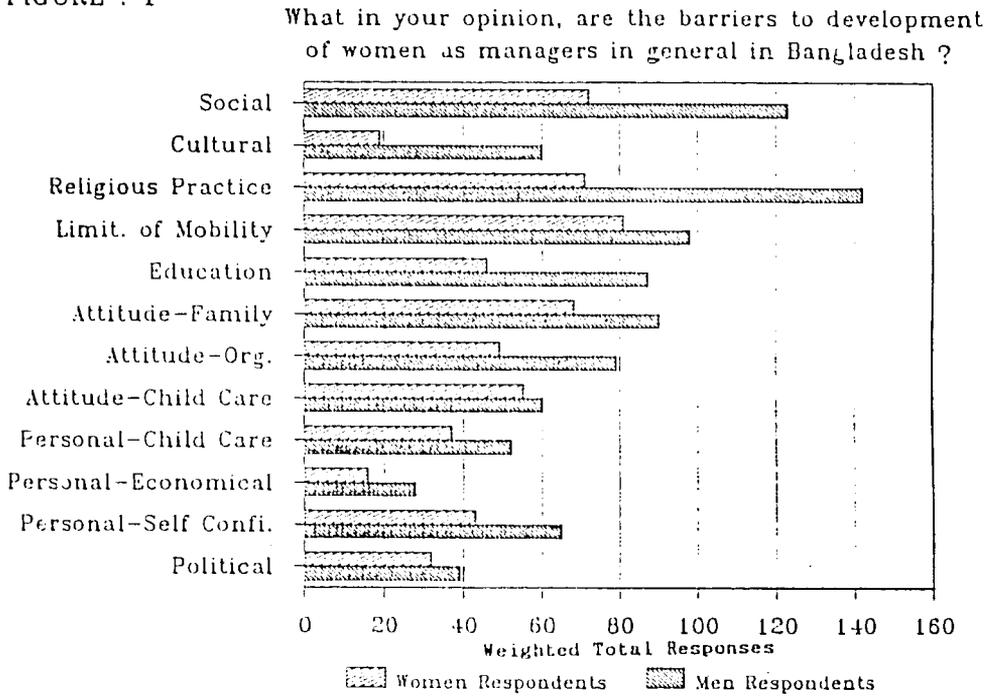
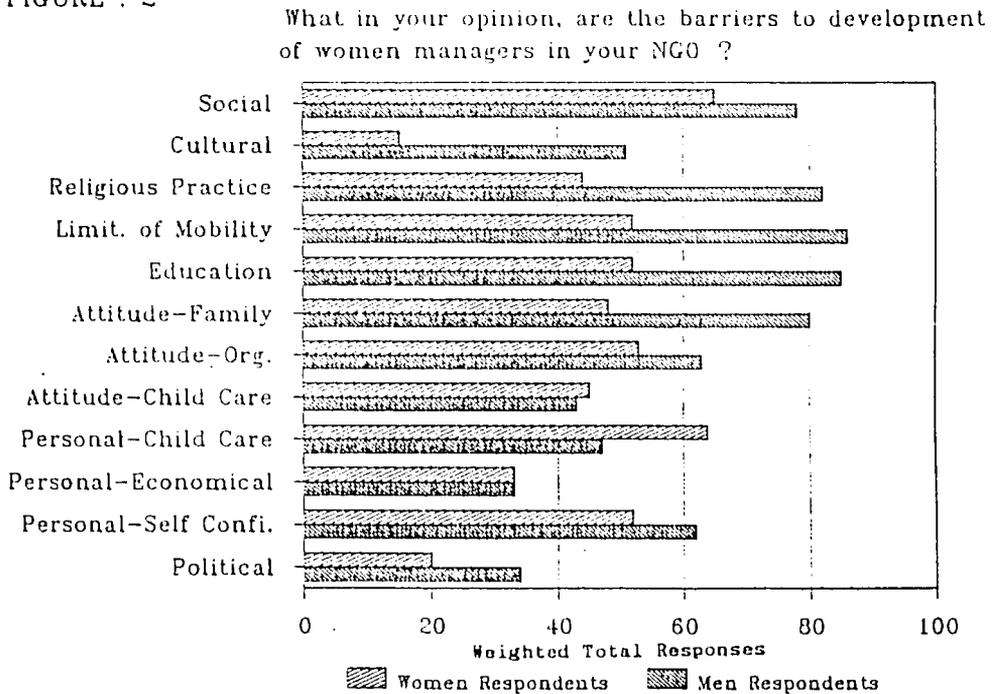


FIGURE : 2



It can be seen from the women's responses that social and child care responsibilities inhibits them from undertaking duties/responsibilities that in turn obstructs their development as managers within their organizations.

The responses from the director's interviews show that there exists a dearth of qualified women managers. This is not surprising given the situation discussed above whereby women have less skill/education to qualify for jobs. Women's problems with mobility and security, household responsibilities and lack of adequate accommodation at the field level are some of the other barriers identified by the Directors.

"Household responsibilities and lack of provision of accommodation at field level inhibit women". Male Director of a national PVDO.

There exists a number of PVDOs with field operations who do not provide any accommodation for their staff and this restricts women from undertaking extensive field work. This allows the male staff to travel more often, gain experience and expertise, and are automatically placed ahead of female staff when the time comes for promotion.

This issue was discussed at the final workshop and the consensus was that organizations with field operations have to take the responsibility of ensuring secured accommodation for women.

2.1 Management Issues

Recruitment

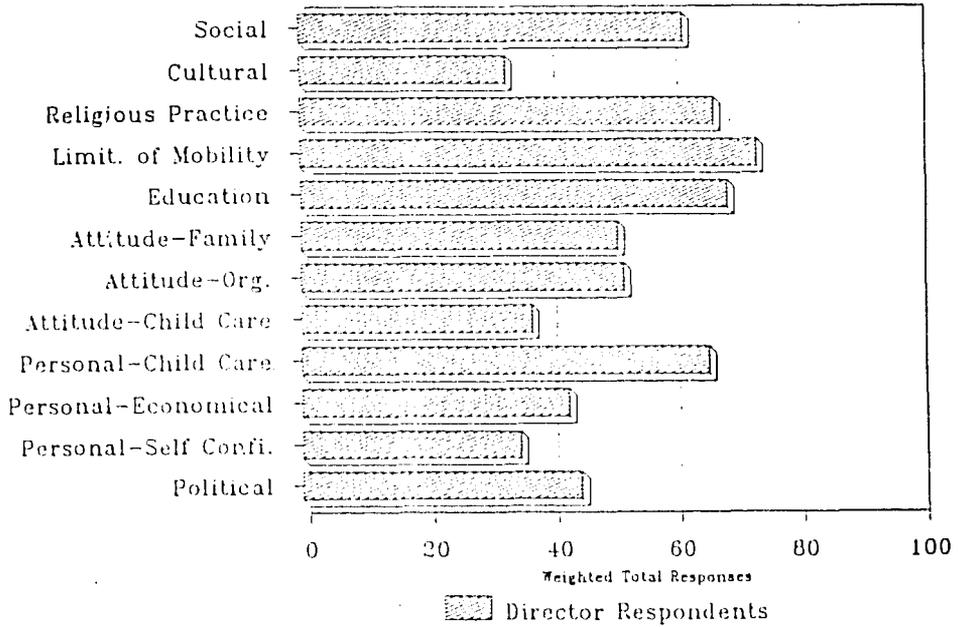
Referring to Table: 3 and corresponding Figure: 3, Directors were asked to identify and prioritize the problems encountered with recruiting women and they are as follows, in order of priority :

- Limitation of Mobility
- Education
- Religious Practice
- Personal - Child Care

As can be seen from Figure: 3, the barriers to recruiting are many and they correspond to the barriers women face in the preceding section.

FIGURE : 3

What are the constraints faced by NGOs in Bangladesh in recruiting women managers ?



However, one of the major barriers to recruiting women that has not been prioritized by the Directors is the individual organization's preferences and conditions for recruitment. This is probably the toughest one to overcome.

"Sometimes we specify that women would be given preference in certain posts. But that does not mean that they will be recruited. What is done is that during the written test, women's passing grade is considered lower than men's, so as to enable them to be recruited. During the interviews, women who are bright and have no incumbents - such as small children, are relatively free to work, to move around and are willing to work, are given preference. But male candidates face tougher screening tests". Male Director of leading national PVDO.

This example, including discussions with other Directors, show that while organizations willingly advertise for women candidates and show preferential treatment during the screening and interview, they still tend to see a normal part of women's life as a problem. Women will have children, will be responsible for them and will need to work. Yet, this is seen as a problem or rather as an "incumbent" and therefore, instead of providing child care facilities, children are considered to be a minus point for mothers searching for work.

2.2 Barriers to Development as Managers within their own Organizations

While it is apparent from this survey that both women and men face problems within their organizations, the problems faced by women are more complicated in nature.

Referring to Table: 4, out of the 28 women respondents to the question on barriers to development as managers, 39% said that they receive little cooperation from the management, and the situation is made more difficult by the harassment they face from the male colleagues. Responses show that only around 29% of the respondents receive cooperation from the management. This problem is linked with organizational attitude and practice which are often quite different from the organization's stated policy.

Women's scope for advancement is further limited due to insufficient academic qualification and by their inability to speak in English. 14% of women respondents indicate that this is used by the management as an excuse not to send women for higher training. This in turn encourages the management to prioritize men for higher training, including overseas training. Social and family responsibilities further restrict women's freedom to work in the same manner as their male colleagues.

39% of the women respondents identified a problem that women face in particular, and that is - lack of proper evaluation of women's work. As a result of which :

- a) women's contribution to their organization remain unappreciated and unrecognized, and
- b) scope for top management posts remain out of bounds despite women's competence and efficiency.

The areas of common barriers for both women and men are : inadequate implementation of office rules and regulations, and centralized and autocratic decision making procedures.

7% of the women respondents indicate that they do not face any barriers and 29% receive cooperation from the management.

Of the 37 men respondents to this question as to where men faced barriers, 16% indicate that the biggest barrier faced by men is improper evaluation of their work, and poor implementation of organizational policy. This barrier correlates to that faced by women.

24% men indicate that they do not face barriers because the organization is well managed with well conceived policies and programs. For further details see Table: 4.

2.3 Mobility - is it Important for Work ?

The question asked in this section was the following :

Do you think mobility is important for your performance as a manager?

In response to this question, a total of 32 women responded. 93% said that mobility was important for their work, out of which 75% indicated that mobility increased their opportunity to work independently and increased their self reliance.

Others believe that mobility helps to coordinate their work and increase their communication skills. Mobility also ensures supervision and evaluation that in turn ensures effective implementation. Without the ease of mobility, the potential of achievement is severely limited.

Only 3% answered that mobility was not important to their work but did not give any reason for their answer.

Out of the 41 men who answered to this question, 49% indicated that mobility helps to better implement programs and strategies. 24% feel that mobility encourages more interaction and communication with the target population. The remaining 17% indicate that mobility is important for monitoring, management and development programs.

For additional details; see Table: 5.

2.3.1 Preferred Mode of Transport

Both women and men have identified the use of motorbike to be necessary to fulfill their duties as managers. This is interesting because experience shows that organizations lose women staff at the field level because they are forced to ride motorbikes. The survey shows that though more women use public transport, they prefer riding motorbikes. This could mean that women have broken the myth - they are capable of handling these machines. And another reason could be that in order to perform effectively and in competition with men, they choose motorbikes as a preferred mode of transportation. See Table: 6 and corresponding Figures: 6A, 6B and 6C.

"Due to problems with mobility women get left out. Despite directing benefits at women, the main beneficiaries become men". Woman manager of women's family planning agency.

"Due to frequent monitoring and supervising activities, women, due to mobility problems, get discouraged because the area of coverage becomes too wide and takes too much time". Male head of national PVDO.

2.4 Working Late

This issue is a bone of contention between management and women respondents. In most PVDOs, working hours are long and both female and male managers make an attempt to work longer hours. Therefore, the question asked was "Does the problem of working longer hours or at night seem to be a barrier to your working capacity" ?

As can be seen from Table: 7, 33 women responded to this question and provided more than one answer. Hence, there are 39 responses from 33 women.

Figure: 6A

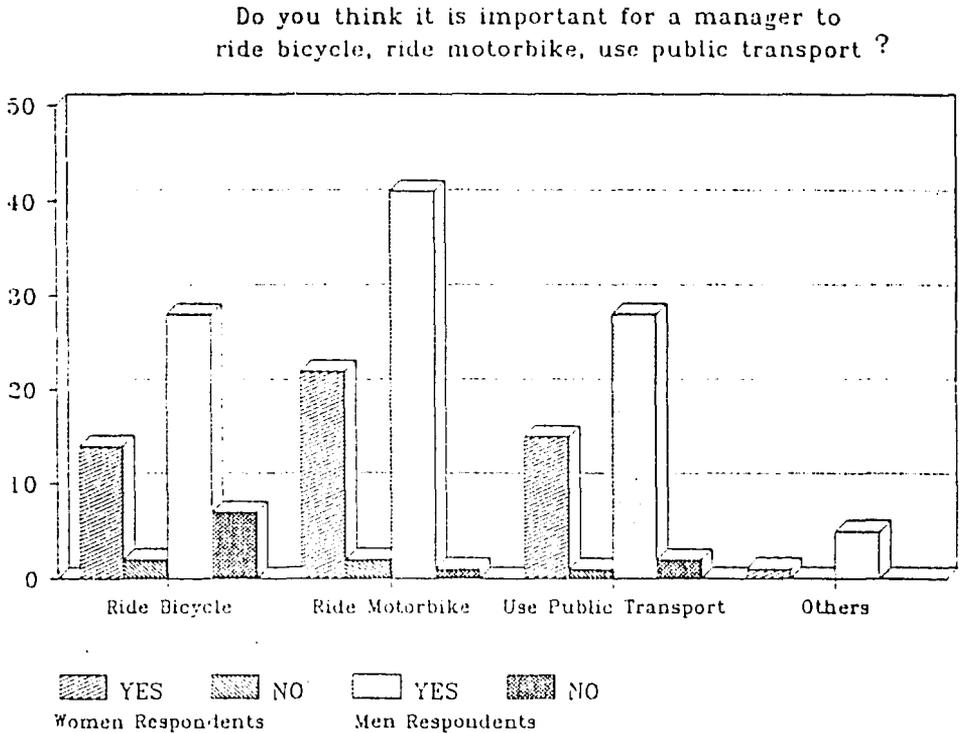


FIGURE : 6B

Which mode of transport do you use ?

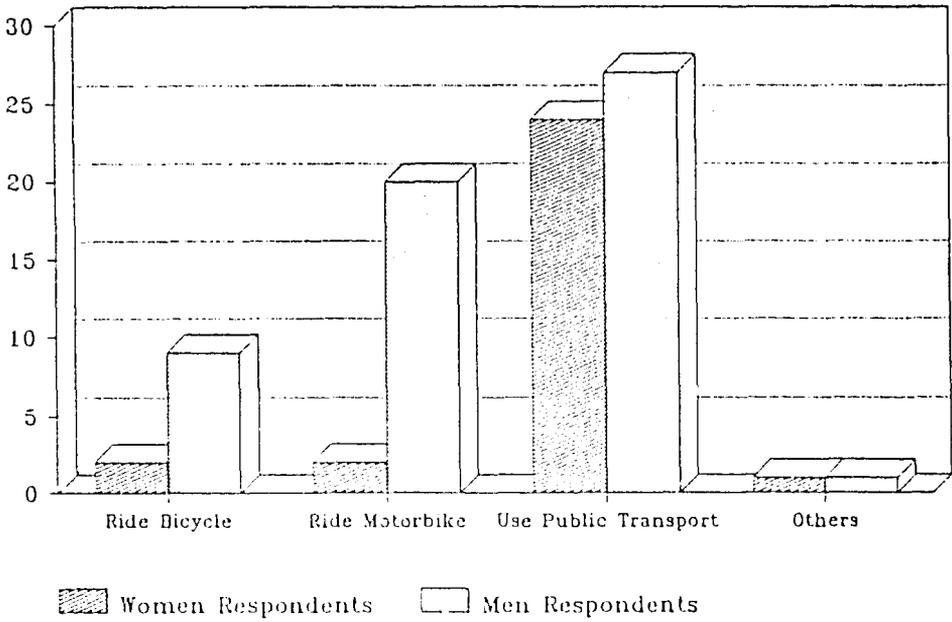
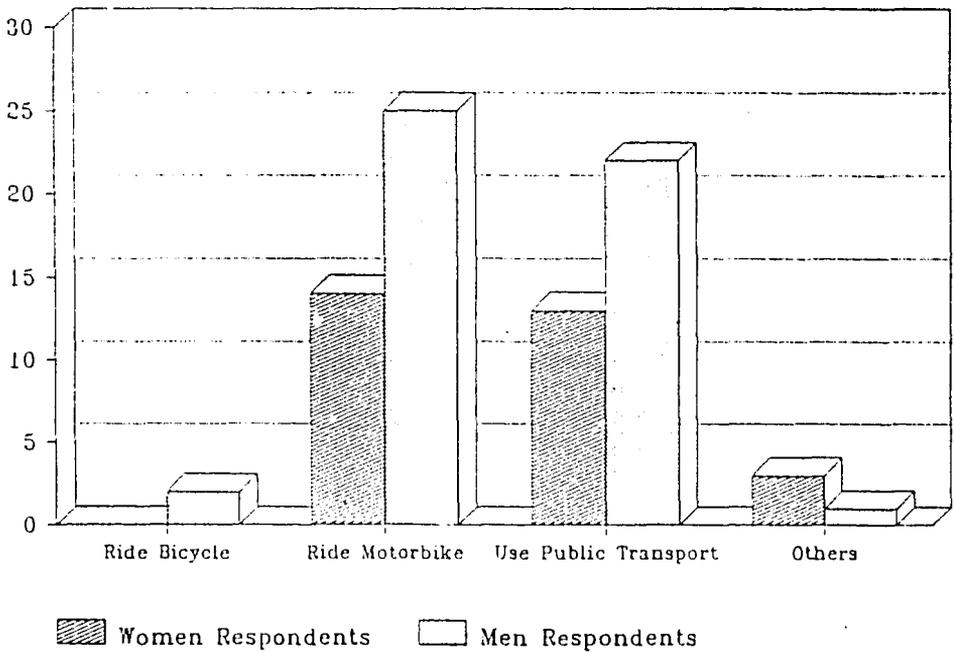


FIGURE : 6C

Which mode of transport do you prefer to use ?



51% of the women indicated that working longer hours or at night impedes their efficiency and working capacity. 15% believe that the quality of work deteriorates, while 13% said that the lack of security, limited scope to work in groups and lack of safe arrangement to return home at night are barriers to working late. The remaining 13% indicated that working late was socially unacceptable and that adequate time could not be given to oneself and the family.

49% women indicated that working late did not impede their working capacity because it increased their ability to work and successfully accomplish their assignments.

33% of the 40 men who responded to this question, answered in the affirmative. Working late created problems in their family life, deteriorated the quality of their work and left them with no time for leisure.

67% of the men said that working late was not a problem. The majority of the men indicated that it was necessary to work late to complete their tasks and that it increased their efficiency and experience.

For further details see Table: 7.

2.4.1 Working Late Nights - Under What Conditions

The respondents were asked "under what conditions would you prefer to work late"? The answer is as follows :

The conditions under which women and men would be willing to work late are:

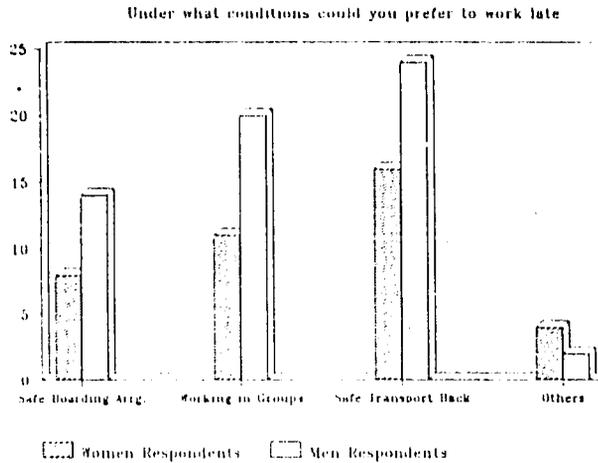
- a) through working in a group and
- b) being brought home.

It was interesting to note that more men than women wanted to be brought home and the reason could be that larger number of men than women work longer hours. See Table: 8 and corresponding Figure: 8.

2.5 Child Care, Maternity Leave and Leave for Personal Reasons

Special attention was given to this issue as many organizations often see maternity leave and child care as minus points for hiring women. Organizations feel that the time out required during maternity leave hampers the program and the smooth running of the office.

Figure : 8



The survey (see Tables: 9A, 9B, 9C and 9D, and corresponding Figures: 9A, 9B, 9C and 9D)shows that maternity leave is granted and its duration varies from organization to organization. Only 50% of them grant maternity leave for 90 days while others grant between 10 and 75 days.

During the entry workshop where there existed scope for extensive discussions with organizations, it was suggested that though the policy exists, many PVDOs actually discourage pregnancy, especially during the initial years of service. However, the survey reveals that women are not discouraged and in fact, 17% were granted maternity leave with pay during their probationary period.

It was felt necessary to see for what other reasons women needed leave. This is another area of conflict between them and the management as women seem to require more leave, more often, than men. The most common reason appears to be personal illness, closely followed by children/family illness and fulfilling social obligations. The latter category refers to the social and family responsibilities. Women do not find it possible to separate themselves from such responsibilities and obligations from their professional life and are thus often forced to fulfill them by taking leave. This has been a topic of discussion with management who feel that these are some of the reasons why women are not placed in management positions.

Provision for child care is necessary when recruiting women. While organizations do not appear to provide child care facilities in the office, some do seem to allow women time off to feed their children. But there remains at least half who do not.

This is an area that organizations have to pay more attention to if they are sincere about recruiting and retaining women for a longer period of time. This will allow women to gain experience and skill to undertake management assignments.

FIGURE : 9A

Is there any scope to keep your child in your office/hostel ?

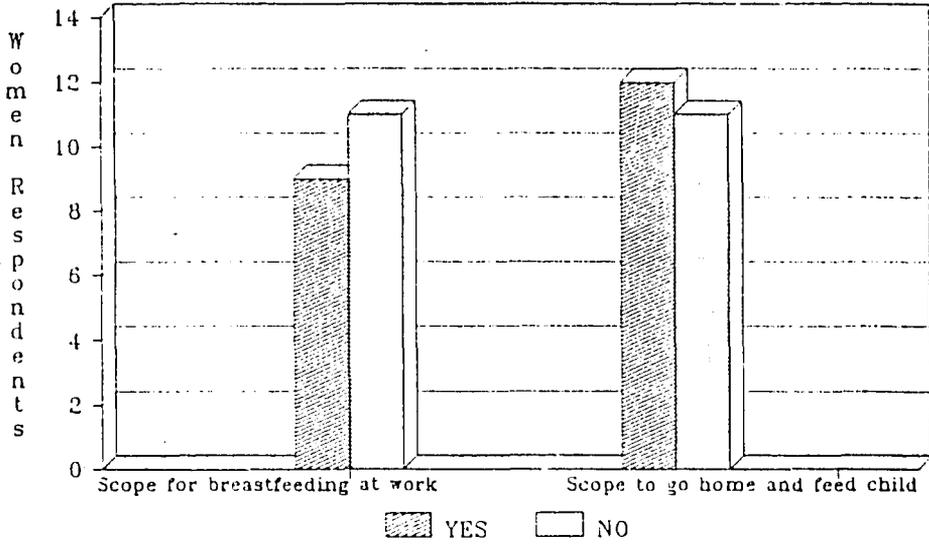


FIGURE : 9B

Is there scope for maternity leave ? For how long ?

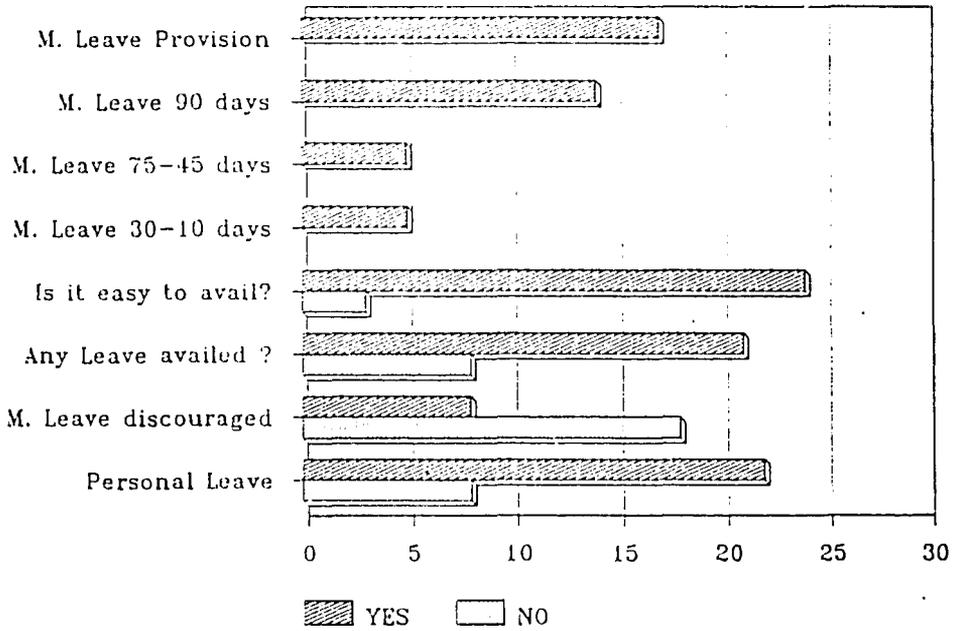


FIGURE : 9C

What actions are taken if an employee becomes pregnant during probationary period ?

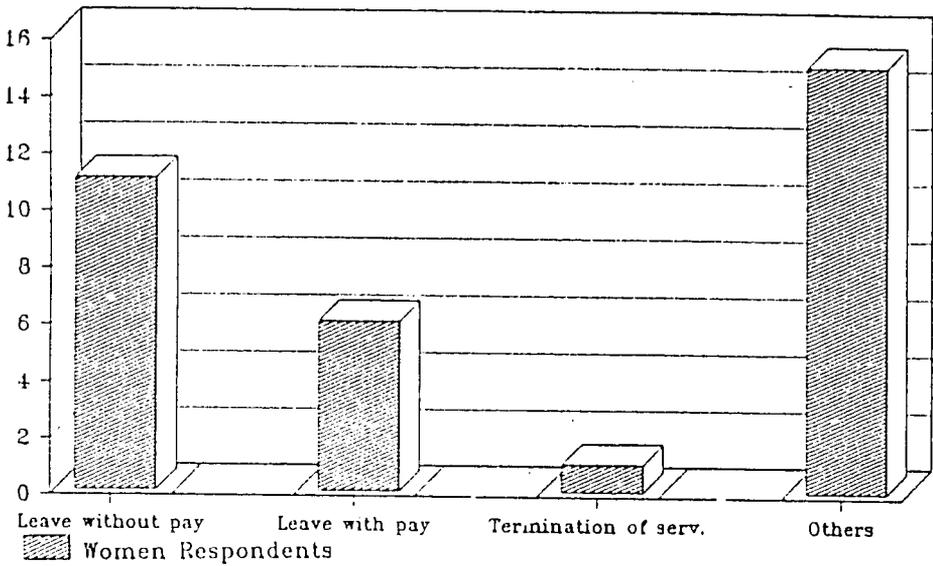
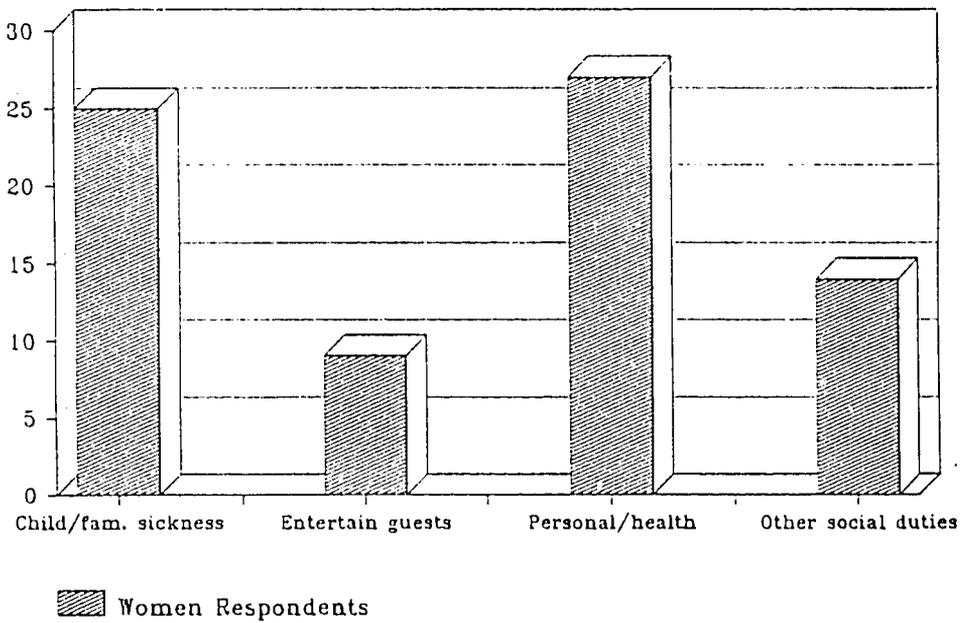


FIGURE : 9D

For what reasons do you need personal leave ?



2.6 Discrimination and Harassment

This issue was discussed at length at the entry workshop where the participants insisted that the level of discrimination and harassment against women within their own organizations need to be assessed. Otherwise a critical barrier to women's involvement and advancement in PVDOs would remain hidden. The entry workshop participants helped to expand the scope of questions to its present form.

As can be seen from Table: 10 and corresponding Figure: 10, out of 33 women respondents 51% said that they faced discriminatory behavior within their own organizations. It is important to identify what kind of discriminatory behavior women are faced with. 40% indicated that women do not receive recognition or praise that is due to them. 37% face demeaning and impolite behavior from their male colleagues. 26% indicated that women are assigned the more tedious and routine work while men are given the more interesting and glamorous tasks. 23% of the women respondents are expected to perform tasks that are considered to be a natural part of women's work : to serve tea and food, and act as nurse-maids.

Wanting to know more specifically (see Table: 11 and corresponding Figure: 11) whether women encounter behavior from male colleague that borders on sexual harassment, about 40% of the total women respondents answered that they faced indecent and vulgar behavior from their male colleagues. Out of the 40%, 90% women indicated that the harassment was verbal, 36% indicated physical harassment and 28% faced other kinds of harassment.

As can be seen from Table: 12A and corresponding Figure: 12A, 50% of the 40% actually complained to some one about their harassment but they did not indicate who that person was. While 43% identified the offender for appropriate action, there was an equal percentage who said that the incident was not dealt with in an attempt to safeguard the organization's reputation. The rest either took leave or left their jobs.

It appears from Table: 12B and corresponding Figure: 12B, that organizations try to assess the truth of the situation in more than one third of the complaints received. In 29% of the cases, no action was taken, while in a similar percentage of cases, the management have brushed away the incident saying that they were not of much importance. It is seen that in 21% of the cases reported the victims were persecuted themselves.

FIGURE : 10

In your work place, have you faced any discriminating behaviour from male colleagues ?

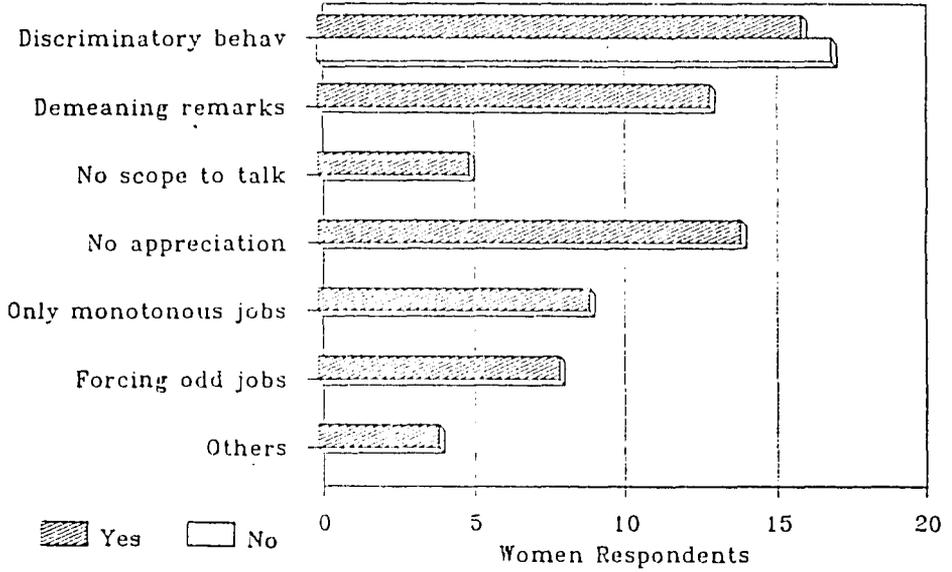


FIGURE : 11

While working, have you or your female colleague faced any indecent or vulgar behaviour from male colleague ?

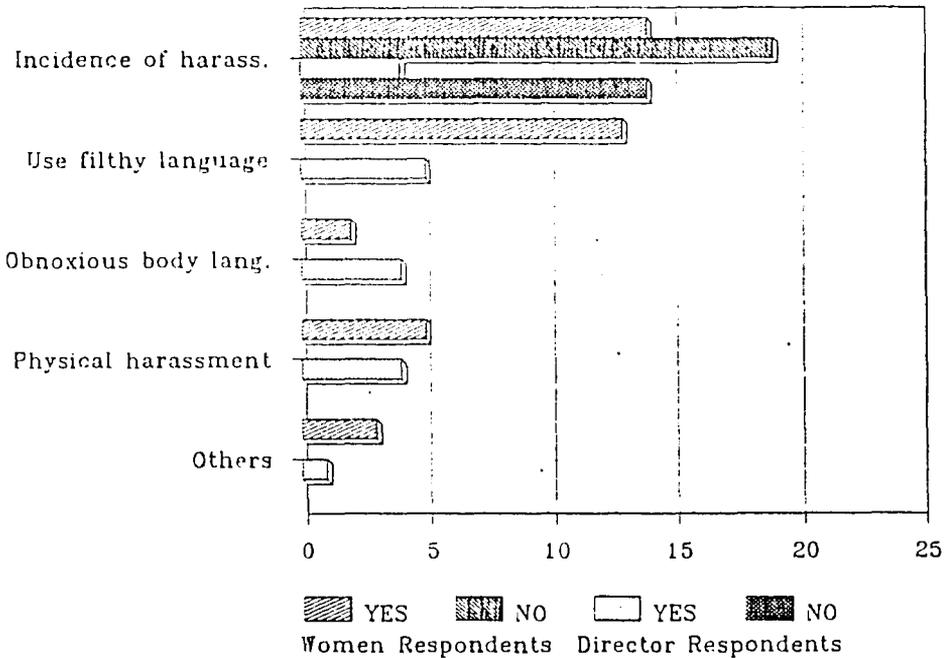


FIGURE : 12A Following occurrence of harassment, what steps did you take ?

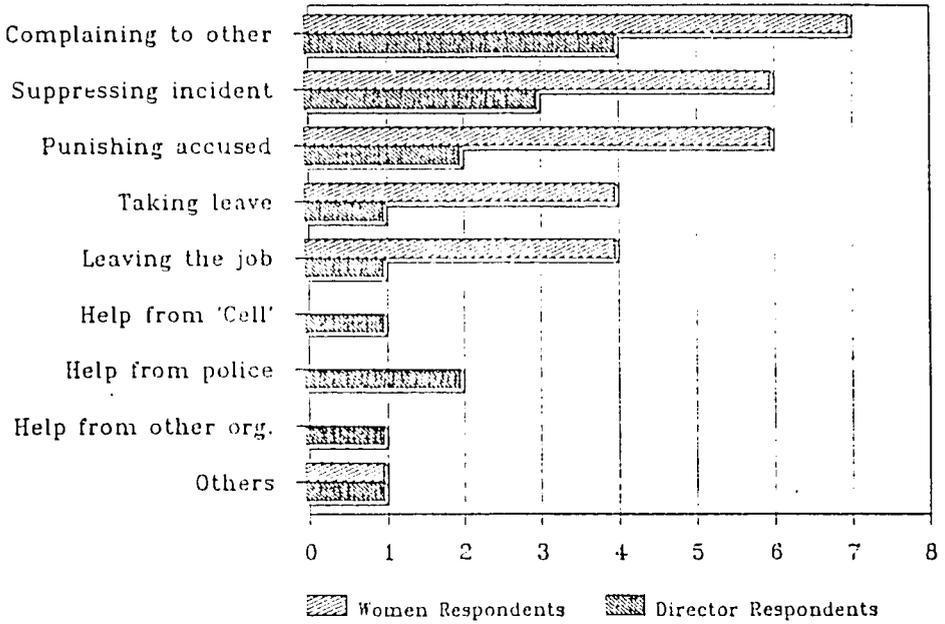
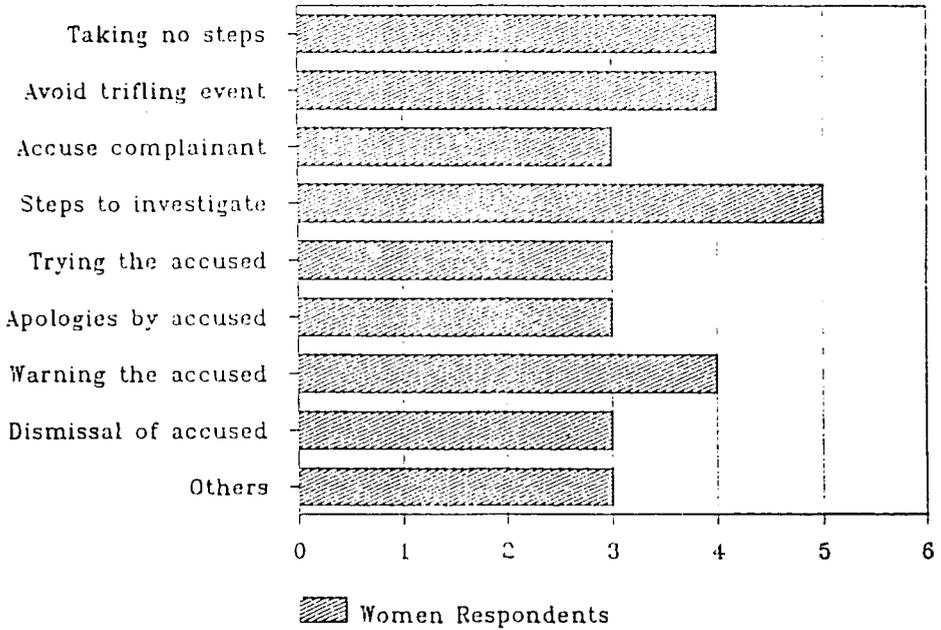


FIGURE : 12B Steps taken by the organization to deal with harassment ?



The most common form of punishment meted out to offenders was a warning for the future (see Table: 12C and corresponding Figure: 12C).

21% of the women who did not receive any help from the management applied for transfer to another working area. A similar percentage stopped talking about the incident (see Table: 12D and corresponding Figure: 12D).

Though the survey was small compared to the existing number of development agencies, nevertheless the percentage of reported cases of harassment is frighteningly high. What is even more alarming is the relatively high percentage (43%) of cases which were not dealt with by the management. However, looking at the Directors' responses, this is not so surprising because only 14% of them actually acknowledged the fact that women were being harassed in their organizations. This figure does not in any way correspond to the percentage of women (40%) who said that they faced various kinds of harassment.

This difference is not a question of a difference of perception; this difference indicates that management does not recognize nor acknowledge that women are harassed. This allows the management not to take any necessary action to redeem the situation and punish the offenders. Under these circumstances, women would find it very difficult to continue working.

2.7 Are Women Managers Necessary

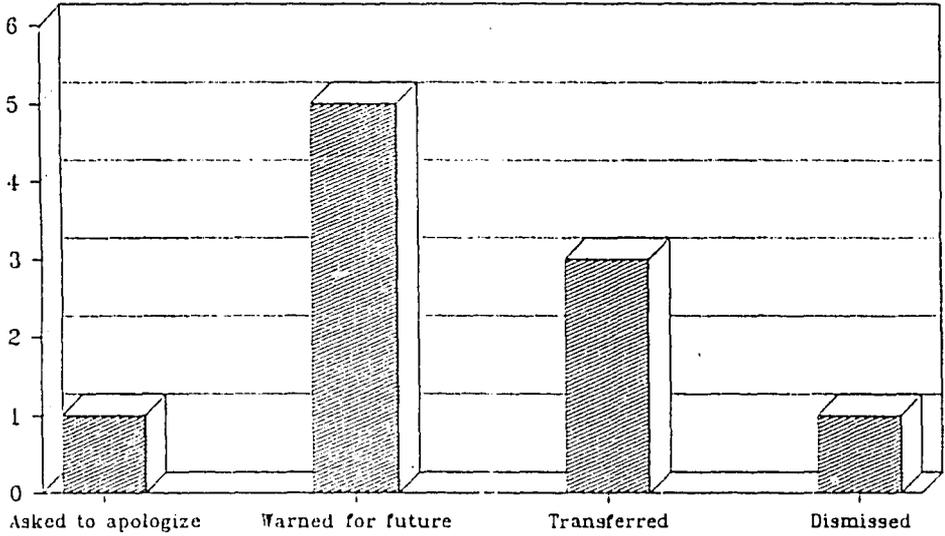
This issue is somehow the crux of the matter : is it important or at all necessary to have women managers to understand women's problems. The question the respondents were asked was **"Do you think an increase in the number of women managerial staff would help to better understand the problems women managers face?"**

As can be seen from Table: 13, 30 women responded to this question and out of this, 93% said that women managers are more able to assess the real situation of women through discussion and identification of problems. 80% said that women understood women's problems and thereby could find solutions to their problems. They also said managing women's programs helped strengthen the movement to realize women's rights. The remaining 17% indicated that women managers increased women participation in policy making.

Of the total number of women who responded to this question, 13% said that women's presence did not make much difference because of the cooperation women receive from male colleagues as a result of the organization's gender policy.

FIGURE : 12C

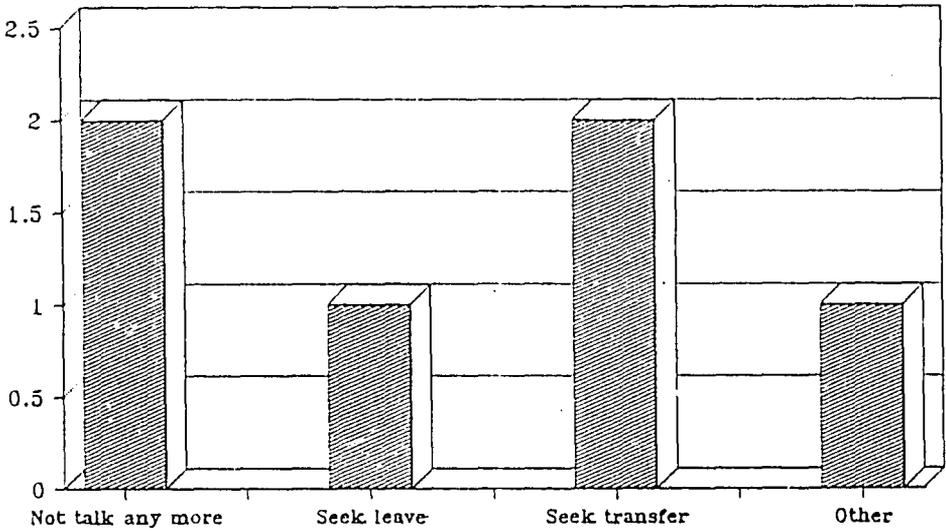
What actions were taken if the victim was identified as the wrongdoer ?



Women Respondents

FIGURE : 12D

What actions did you take after receiving no response from the organization ?



Women Respondents

38 men answered, out of which 40% believe that women are necessary in order to understand women's problems because men give less importance to what women have to say. Others believe that women's presence would assist in fighting for women's rights and to promote overall development of women.

29% men believe that women's presence as managers is not necessary. What is required is a change in attitude and that this problem would not be solved by appointing more women managers. They also believe that women managers do not necessarily make the right decision for women.

27 directors responded to this question, out of which 63% indicated that women do understand women's problems better and would be more efficient in solving the problems. Women's presence as managers would help to establish women's leadership as well as their social rights.

7% of the directors believe that women's presence would not help because of the problems related to mobility that restrict the number of women employed as managers. They feel that male managers trained in gender awareness are capable of understanding women's problems.

Thus it can be seen, the majority of women, men and directors agree that it is important to recruit women as managers in order to understand women's problems, and yet, the number of women in management is few. Why is that? Organizations need to re-look at their structures, programs and attitude to find an answer to this.

For further details see Table 13.

2.8 Training

It is well known that PVDOs invest time and money in training their staff. It is, therefore, necessary to see what kind of training is available for women and men. While a wide range of training is offered to all staff, it appears that certain training involves more men than women (see Table: 14 and corresponding Figures: 14A and 14B).

In areas like project planning and management, men have received training three times as frequently as women. While this could mean that more men work in PVDOs, it could also mean that organizations offer this course to men more often than to women. This training is also identified by men as the most beneficial to women's and men's performance as managers.

Fig FIGURE : 14A

Identify the training you have received from the organization ?

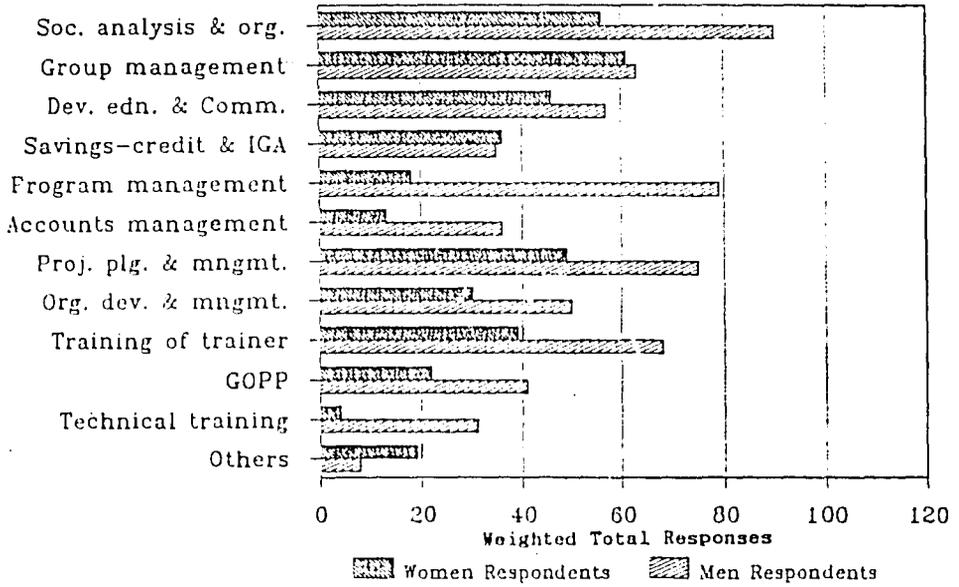
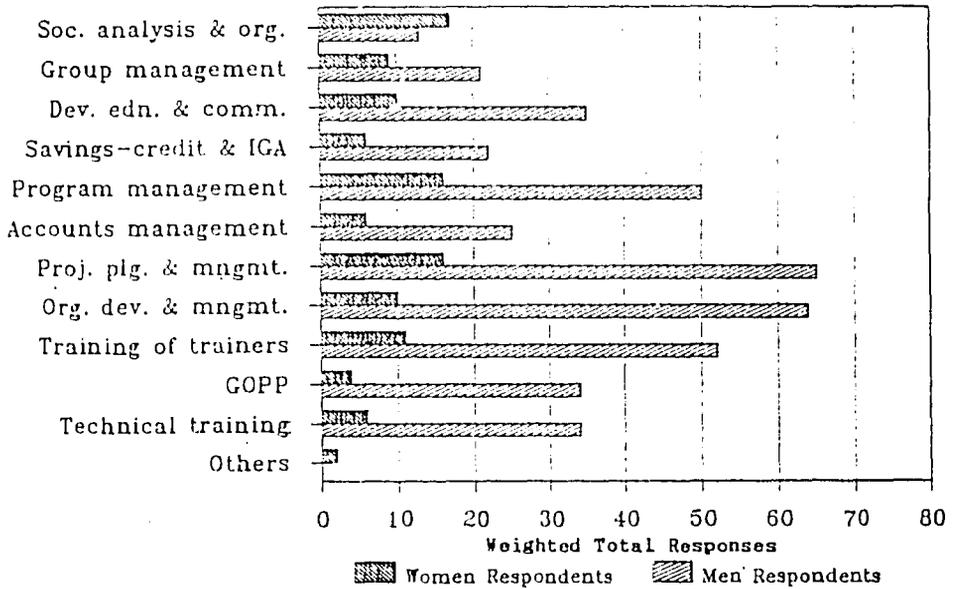


FIGURE : 14B

Identify the training further needed by you to be an effective manager ?



While men have identified this particular training as an area where more training is required, women have prioritized accounts keeping. This could be because women see little scope for working in management positions, and while working as trainers, organizers and accountants, there exists the potential to move ahead.

During the final workshop, the issue of training was discussed at length. The participants recognized that more women need to be trained, though they said that the market forces worked against training women. Since there exists a limited number of qualified and experienced women managers, there is a high demand for their services. And as they receive further training, women managers become qualified for the up-market jobs, and smaller organizations who trained them, lose them to competition. However, the answer to this problem cannot be not to train any women but the opposite. Increasing the number of trained women managers will help to reduce the competition and thereby allow organizations to retain their services.

At the same time, the identification of training as a core problem is an oversimplification of the situation. There are a number of other related factors that obstruct women's entry into management positions. However, the workshop participants appeared to look at training as a panacea of all problems because:

- a) it is an easy solution,
- b) it enables organization to seek funds for training,
- c) it allows organizations to ignore the more complicated and tougher issues of women's subordination and discrimination within the organization and outside.

As requested by the participants, a brief list of available training for women in management available in Bangladesh is given below :

1. Save the Children Fund Australia has been conducting training for women for the last 2 years. It is a four week course that includes: management, accounts, gender issues and income generating activities. This training is available for any interested organization and is supported by the Fund Coordination Office of CIDA.
2. Proshika-MUK provides a number of training related to program and organization management, accounts-keeping, IGA and WID issues. These training are also available for everyone. Interested organizations will have to bear training costs.
3. BRAC at Rajendrapur also has provision for training in management, accounts and IGA. Interested organizations will have to bear training costs.

4. BPHC arranges training for the organizations they support through BRAC and other organizations.
5. VERC is in the process of consolidating a proposal whereby they would train women in management issues and it would be open for other organizations along with their own staff.
6. Institute of Personnel Management offers post graduate diploma in Personnel Management where regular and correspondence courses are available. The duration is 24 months and the course includes : personnel management, industrial labour law, management, office administration and other labour management issues.
7. BMDC also provides training in personnel management as a regular course.

3. POLICIES AND PROGRAMS

The participants at the entry workshop felt that it was not enough to look at policy issues without looking at the way programs are implemented. It is often at the implementation level that women face constraints. Therefore, both women and men were asked to look at policies and work procedures within their own organizations which hamper participation of women as managers. Directors were interviewed on this issue also. See Table: 15.

58% of the 33 women who responded to this question indicate that organizational policy was not a hindrance to women's participation in management. The remaining 43%, however, say that rigid working hours, inflexible transport policy and absence of a proper recruitment policy hamper women's positions in PVDO management. Other problems such as confining women to women's programs only and the practice of unilateral decision making by top management make it difficult for women to function as managers.

84% of the 44 men answering to this question indicated that organizational policy was not a problem. However, the remaining indicated that women were given low priority positions in the organization, and that the organizations themselves did not follow a policy of positive discrimination. This practice only helps to exclude women's participation from management positions. This situation is made worse by offering women low wages and no residential accommodation in the field.

The Directors interviewed were asked if they thought the manner in which programs were implemented actually promoted or hindered women's participation, especially as managers. The answers were both in the affirmative and the negative. 50% of the Directors believe that by implementing programs that deal with women's issues, allows an increasing number of women to participate. A participatory planning and implementation process also facilitates the inclusion of women as it allows them to take an active part in the decision making process. Flexibility in transport options are an important element, otherwise women often opt out of demanding positions in the field to work in sedentary posts in the head quarters. This removes them from the organization's mainstream that affects their future as managers. Directors also feel that positive discrimination helps to ensure women's participation.

The other 50% say that rigidity in the mode of transport sometimes create problems with mobility, rather than solving or easing women's mobility. Organizations tend to lay down specific transport policy which at the implementation level creates obstacles for women. The other factors relating to long working hours, the monitoring and evaluation system that requires intensive field coverage at regular intervals, tend to inhibit women's participation. Transferable jobs, especially those that do not provide accommodation, almost automatically excludes women.

The enlightening aspect from the above discourse is the degree of realization among the heads of organizations of the difficulties women face due to the manner in which programs are implemented. Introspective analysis is necessary for organizations, specially when it is recognized that women are important to understanding women's problems and for running women's programs. This kind of analysis may indicate areas where organizational intention and practice are in conflict.

"Programs that deal with women's issues encourage women's participation, e.g., literacy programs for women because it deals with human rights and women's issues". Woman manager of a PVDO whose primary targets are women.

"A lot of development programs are geared towards men rather than women. Men's groups meet in the evening and it is considered unsafe for women to go out in the evenings. Also women have children". Male director of a international PVDO with both women's and men's groups.

3.1 Existing Efforts to Promote Women's Participation

As can be seen from Tables: 16 and 17, and corresponding Figures: 16 and 17, organizations are making efforts to promote women within the management structure by providing maternity leave, scope for staff development, flexible working hours and by providing opportunity to give exams that allow them to compete for senior posts. These areas were commonly identified by both women and men. Men, however, go on to respond that organizations give preferential treatment at recruitment, transport facilities, proper evaluation of work and training to women.

The Directors prioritized maternity leave, time-off to feed children and flexible working hours as part of the existing facilities available to women. The interviews with the Directors revealed that organizations are attempting to develop women's capacity within the organization through training, increase in benefits and by providing a career path.

FIGURE :16

What has your organization done to promote women's participation in management ?

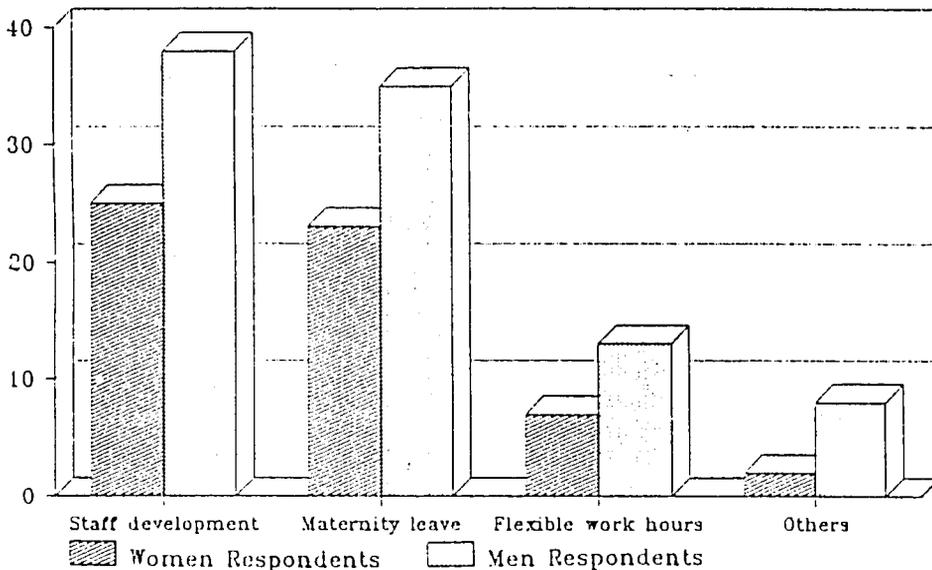
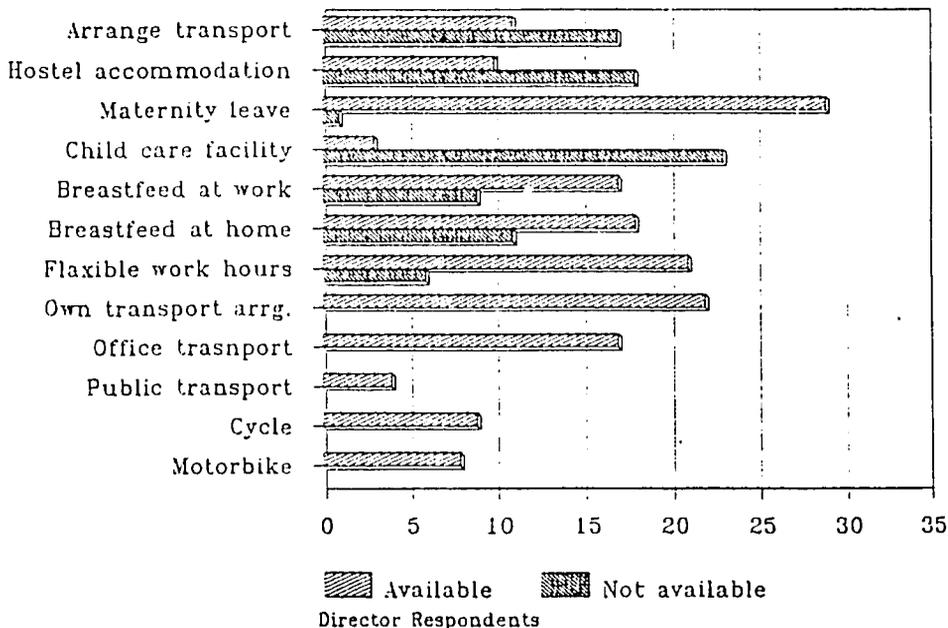


FIGURE : 17

What types of practical support does the organization extend to address these constraints ?



4. SCOPE FOR FURTHER ACTION

Despite the instances of positive action and increased benefit towards women, their involvement as managers is still much lower than expected or desired. The following are some of areas where scope for further action is identified by women and men respondents (see Table:18 and corresponding Figure: 18) :

1. More women as managers need to be recruited and policy changes have to take place to accommodate women's needs. More men than women think this is necessary, may be because women realize that it is not only a policy issue, but one of attitudes and perceptions.
2. Benefits to women have to be increased that will encourage women to aspire for management positions.
3. In the area of staff development, both women and men indicated that more women have to be trained, be sent on study tours and to attend seminars. Both feel that skill development and exposure to new people, places and ideas are available to women in a limited way. More attention has to be paid in this area.
4. Organizations have to take responsibility for providing accommodation for women. Women also need time off to feed their children.

During the interviews with the Directors, it became obvious that they identified two major areas that need to be further developed :

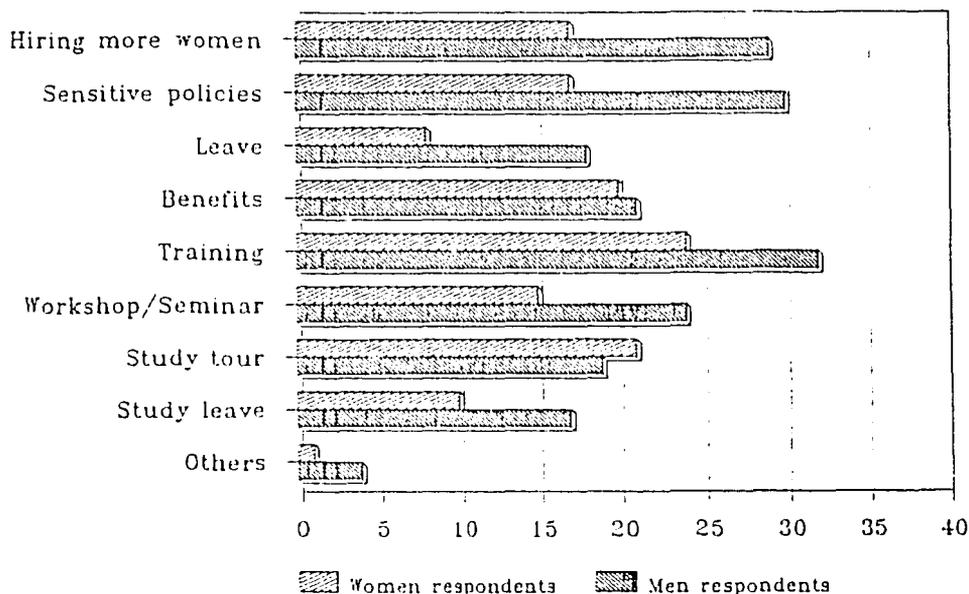
- i) Further training has to be extended to women in order to allow them to develop as managers. This would enable the management to develop capacity from within their organization and would go a long way in filling the gap that exists.
- ii) At the same time more women have to be recruited.

A network or forum for women in management positions who could share problems and solutions, strategies, and if necessary act as a lobbying/activist group in order to bring about changes for women managers. This idea was proposed in the final workshop by a woman manager.

In an attempt to determine the broader issues that could indicate areas of strategic, programmatic and policy changes, women respondents were requested to identify activities that they would be willing to undertake.

Figure: 18

What changes in the policies of your organization would you like to see to further promote women's participation in management ?



They were also requested to indicate areas where the government, PVDOs, donors and the civil society could participate to bring about a positive change in the existing situation of women managers. For details see Table : 19.

"To develop managers from within the organization and promote them accordingly, for example, if any one shows potential to be a manager but works in a different department, then they should be encouraged to develop as a manager. Academic qualifications should not be a barrier". Woman manager of a PVDO whose primary target group are women.

"More publicity and networking with women's organizations and academic organizations to ensure qualified women apply for managerial posts". Woman head of a coordinating agency."

5. CHANGES DUE TO WOMEN'S PRESENCE AS MANAGERS

Organizations over the last few years have attempted to place women in management positions. It was, therefore, decided to interview Directors to see whether women's presence had made any difference within the organization.

The Directors believe that women's presence has led to the acceptance of women as leaders and decision makers by their male colleagues.

The staff seem to be more gender sensitive and there appears to be increased collaboration between female and male colleagues.

There was been an increase in the trust in women's capability. Previously it seems that management and male colleagues would hesitate to give much responsibility to women. But that appears to have changed.

"At the group and field level the emphasis is more on ability than on gender issues and yet we find in our organization more women are involved in decision making positions. This also denotes a high level of gender awareness. Men working with women have to change and that has happened". Woman Director of a leading PVDO with programs targeting both women and men.

6. SUMMATION

1. Barriers faced by women cuts across the board; whether they work in PVDOs or in other sectors, constraints due to social and religious practices, mobility and household responsibilities restrict women from working in management positions.
2. Problems with recruiting women is primarily due to the organization's perception of women, because most of the existing terms and conditions of employment are more suitable for men rather than for women. If PVDOs are sincere about hiring women, then terms and conditions have to be conducive enough to attract women.
3. Once recruited, women seem to receive little cooperation from the management. This problem is linked with organizational attitude and practice which is often different from the organization's stated policy. The other constraint women face is due to insufficient academic qualifications that restrict their upward mobility within the organization.
4. Mobility is a critical factor for women to effectively perform their duties and many are willing to use motorbikes to increase their efficiency.
5. Both men and women identify the lack of security and lack of provision to be reached home after work as a serious problem. This survey shows that working late is not only women's problem; it is considered to be a problem for men also. Hopefully this survey will help in breaking the myth that only women have problems working late at night.
6. While organizations seem to provide maternity leave and time-off from work to feed children, none actually provide child care.
7. An alarmingly high percentage of women working in PVDOs face discrimination and harassment that is seldom recognized or acknowledged by their director.
8. Directors, women and men agree that women are necessary for programs that target women.
9. However, more men are trained in program planning and management while women receive training as trainers, organizers and accountants.
10. Policy of rigid transport rules, unclear recruitment policies and irregular working hours inhibit women's participation as managers.
11. Program implementation can both promote and impede women's involvement.

12. PVDOs can encourage women managers by giving preferential - treatment during recruitment, by providing transport facilities, training, benefits and proper evaluation of women's work.
13. More women have to be recruited and policy changes have to take place to accommodate women's needs; further training and other benefits have to be extended to women as a course for future action.
14. Women's presence as managers has made a positive difference in the working environment and in the acceptance of women as leaders.

7. SUGGESTED ROLE OF PACT BANGLADESH/ PRIP

1. To conduct a similar survey with the same organizations at regular intervals over a period of 3 to 5 years to chart any changes in the situation of women in management positions in PVDOs.
2. To support networks or forums of women managers who may wish to share a common platform to voice their problems, grievances, to discuss any positive and negative changes within their organizations, and establish linkages with the segments of the civil society which may help to overcome existing barriers. This support may be extended in collaboration with ADAB.
3. To support training that target women in management positions or aspiring to be managers.
4. To support gender sensitization process through workshops and training involving heads of organization and male PVDO managers.
5. To disseminate the findings of this survey to a wider community of PVDOs and donor agencies.

Terms of Reference

Understanding the Situation of Women in Management Positions in NGOs in Bangladesh

Background

Most NGOs have as one of their objectives the improvement of the situation of women, and are indeed leaders in such work amongst social development organisations in Bangladesh. It is generally agreed that women's situation will be advanced more if women are in control of the programs designed to help women - and in this the NGOs fall down. The number of women in management positions in NGOs is small compared to men.

The importance of finding women for, funding womens training for , and placing women in management positions in NGOs is given varied priorities amongst NGO directors. In some cases they pay lip service, and in some cases there is consistent effort to identify potential mid level and senior management women staff and to find ways in which their special needs can be accommodated by the organisation.

PRIP is very interested in increasing the number of women in management positions in NGOs, and feels that a survey of the present situation will be valuable. It is thought that a well constructed survey together with workshops on the product of the survey, will reveal not only a lack of women managers, but also constraints against their easy appointment and assimilation into the work of NGO management. The survey, therefore will, hopefully, have three results:

- a. clarify the seriousness of the present situation
- b. concentrate NGO leaders minds on the problem
- c. encourage people to share their ideas on how to overcome the problem.

PRIP is therefore interested in contracting a consultant to survey the incidence of women in management positions in NGOs, and the problems that exist in increasing their number.

Specific

1. The consultant must clarify a sampling methodology which will be manageable and which will gather data which is representative geographically, between large/medium/small NGOs, and between kinds of NGOs
2. The consultant must develop a simple questionnaire and a method of administering it which will elicit the right information, and must pre-test the questionnaire.
3. The consultant must liaise with ADAB to gain their support and endorsement for the research
4. The consultant must
 - a. choose those who will administer the questionnaire
 - b. hold an entry conference with the organisations which will be concerned with the questionnaire to explain it.
 - c. send out the questionnaires
 - d. collect them and follow up on those not filled in, badly filled in etc.
 - e. analyse the results and produce an interim report as the discussion document for a workshop
 - f. organise and facilitate a workshop on the survey in which the findings of the report and the results are discussed
 - g. prepare a final report incorporating the final workshop discussions in a readable style for distribution in English and Bangla, and present this to PRIP in hard copy and diskette.

LIST OF SELECTED PYDOs

1. Association for Land Reform and Development (ALRD), Dhaka
2. Association for Social Advancement (ASA), Dhaka*
3. Association for Realisation of Basic Needs (ARBN), Dhaka
4. Association of Development Agencies in Bangladesh (ADAB), Dhaka
5. Banchte Shekha, Jessore
6. Bangladesh Rural Advancement Committee (BRAC), Dhaka
7. Bangladesh Nari Progati Sangha (BNPS), Dhaka
8. Bangladesh Women's Health Coalition (BWHC), Dhaka*
9. Banophul Social Welfare Organization, Chittagong*
10. Centre for Development Services (CDS), Dhaka
11. Centre for Mass Education in Science (CMES), Dhaka
12. Come to Work, Dinajpur*
13. Community Development Library (CDL), Dhaka
14. Community Development Association (CDA), Dinajpur
15. Community Development Centre (CODEC), Chittagong
16. Concerned Women for Family Planning (CWFP), Dhaka
17. Dhaka Ahsania Mission (DAM), Dhaka
18. Dulai Janakalyan Sangstha, Pabna*
19. Friends in Village Development Bangladesh (FIVDB), Sylhet*
20. Gandhi Ashram Trust, Noakhali
21. Ghashful MCH FP & FW Association, Chittagong*
22. Gono Shahajjo Sangstha (GSS), Dhaka
23. Gonoshasthya Kendra, (GK), Savar*
24. Gram Unnayan O Dustho Seba Kendra, Gaibandha*
25. Grameen Jano Kalyan Sangsad, Sunamgonj
26. Harirampur Dusto Mahila Bahumukhi Sangstha, Bagha, Rajshahi
27. Jagorani Chakra (JC), Jessore
28. Jagrata Juba Shangha, Khulna*
29. Kanchan Samity, Dinajpur
30. Loke Unnayan Kendra, Kalitola, Dinajpur
31. Madaripur Legal Aid Association, Madaripur
32. Mohila Bohumukhi Shikkha Kendra (MBSK), Balubari, Dinajpur
33. Mohila Unnayan Karmasuchi
34. Mohila Unnayan Samity, Manikgonj
35. Nijera Kori, Dhaka*
36. PACT Bangladesh/PRIP, Dhaka
37. People's Oriented Program Implementation (POPI), Jamalpur*
38. Polli Sree, Dinajpur
39. Prodipan, Khulna
40. Proshika Manobik Unnayan Kendra (PMUK), Dhaka
41. Rural Reconstruction Centre (RRC), Jessore
42. Samaj Darpan, Dinajpur
43. Samakal Samaj Unnyan Sangstha, Pirgonj, Rangpur*
44. Samata Samaj Kallyan Samity, Pabna*
45. Sankalpa, Patharghata, Barguna
46. Sashika, Jamalpur*
47. Secchasebi Bohumukhi Mohila Samaj Kalyan Samity, Rajshahi*

LIST OF SELECTED PVDOs(Cont'd)

48. Shastha-O-Kallyan Sangstha (SKS), Shariatpur*
49. Shaw Unnayan, Rajshahi*
50. Shirashuni Humanitarian Enhance Territorial Unity (SETU),
Kushtia*
51. Shishu Niloy, Jessore*
52. Socio Economic Development Agency (SEDA), Manikgonj
53. Sunflower, Dinajpur
54. Surjamukhi Mohila Kalyan Sangstha, Khulna*
55. Thengamara Mohila Sabuj Sangha, Bogra
56. Underprivileged Children's Educational Programs (UCEP),
Dhaka*
57. Unity for Social and Human Action (USHA), Dhaka
58. Unnayan Sahojogy Team (UST), Dhaka
59. Unnayan Artha Samajik Sangstha, Khulna*
60. Uttara Polli Unnayan Sangha, Dinajpur
61. Village Education Resource Centre (VERC), Dhaka
62. Voluntary Association for Rural Development (VARD), Sylhet

* denotes PVDOs that were shortlisted, sent questionnaires, followup reminders made over telephone and through ADAB RFOs but did not return filled-in questionnaire(s).

23

QUESTIONNAIRE FOR INTERVIEW OF
WOMEN IN NGO (PVDO) MANAGEMENT POSITIONS

All responses will be kept confidential and the study report will make no mention of individuals and organizations interviewed.

If the space provided in the questionnaire is insufficient, please write on the blank sheets provided at the end of the questionnaire. Please mention the item number of the questionnaire if you are writing on the blank sheets.

A. General

1. Name: _____
2. Organization: _____
3. Position: _____
4. Education: _____
5. Date of Joining in this NGO: _____
6. Prior Working Experience: _____

B. Specific

7. Why did you decide to work with an NGO? _____

3. What, in your opinion, are the barriers to development of women as managers in general in Bangladesh ?

Barriers	Please tick (✓)	Rank in order of importance (A,B,C,D)	Add comments
3.1 Social			
3.2 Cultural			
3.3 Religious			
3.4 Mobility			
3.5 Education			
3.6 Attitude			
3.6.1 Family			
3.6.1 Social			
3.6.3 Institutional			
3.7 Personal			
3.7.1 Child care			
3.7.2 Financial			
3.7.3 Self confidence			
3.8 Political			
3.9 Others (please specify): _____ _____			

(A=most important, B=relatively important, C=important, D=not so important)

9. What, in your opinion, are the barriers to development of woman managers in your NGO ?

Barriers	Please tick (✓)	Rank in order of importance (A,B,C,D)	Add comments
8.1 Social			
8.2 Cultural			
8.3 Religious			
8.4 Mobility			
8.5 Education			
8.6 Attitude			
8.6.1 Family			
8.6.1 Social			
8.6.3 Institutional			
8.7 Personal			
8.7.1 Child care			
8.7.2 Financial			
8.7.3 Self confidence			
8.8 Political			
8.9 Others (please specify): _____			

(A=most important, B=relatively important, C=important, D=not so important)

10. What are your duties/responsibilities in this NGO ?

- a. _____

- b. _____

- c. _____

10.1 Your scope of authority in relation to your supervisor

10.2 Your scope of authority in relation to your colleague

10.3 Your scope of authority in relation to your subordinate

11. With whom do you have to interact with in order to accomplish your work

a. _____

b. _____

c. _____

11.1 How do you interact (please tick)

- Telephone Letter Field visit
- Forum/network meeting Staff meeting
- ADAB chapter meeting Personal contact

12. Which are the institutions you have to interact with

a. _____

b. _____

c. _____

12.1 How do you interact (please tick)

- Telephone Letter Field visit
- Forum/network meeting Staff meeting
- ADAB chapter meeting Personal contact

13. When representing your organization, what is the extent of the responsibility your are entrusted with

- (please tick)
- to give decision to discuss only to observe
 - others (please specify): _____

42

14. In this NGO, have you encountered any barrier(s) to your development as a manager ?

Yes, why	No, why

15. If answer to Question No.14 is "Yes", then what were these barriers?

- a. _____
-
- b. _____
-
- c. _____
-

15.1 How did you overcome the barriers ? (Please include your successes/failures also)

- a. _____
-
- b. _____
-
- c. _____
-

16. If you face any problem relating to management issues, whom do you go to ?

	Please tick (✓)	Rank in order of importance (A,B,C,D)
Governing body		
Chief executive		
Supervisor		
Other management staff		
Colleague		
Others (please specify): _____		

(A=most important, B=relatively important, C=important,D=not so important)

17. Whom do you turn to in case of personal problems ?

	Please tick (✓)	Rank in order of importance (A,B,C,D)
Governing body		
Chief executive		
Supervisor		
Other management staff		
Colleague		
Others (please specify): _____		

(A=most important, B=relatively important, C=important, D=not so important)

18. Which person(s) have you found to be most responsive ?

For management problem	Rank in order of importance (A,B,C,D)	For personal problem	Rank in order of importance (A,B,C,D)
Governing body		Governing body	
Chief executive		Chief executive	
Supervisor		Supervisor	
Other management staff		Other management staff	
Colleague		Colleague	
Others (please specify)		Others (please specify)	
None		None	

(A=most important, B=relatively important, C=important, D=not so important)

19. In your work place, have you faced any discriminating behaviour from male workers ? (please tick)

Yes No

If the answer is "Yes", please indicate

19.1 Use of demeaning language by male workers towards female worker

- 19.2 Not allowing female worker to talk at meetings
- 19.3 Depriving female worker of due appreciation
- 19.4 Assigning men to more attractive tasks, while restricting women to more tedious tasks
- 19.5 Making female worker serve tea, food, act as nurse to unwell male colleagues
- 19.6 Others (please specify) : _____
20. While working, have you or your female colleague faced any indecent or vulgar behaviour from male workers ? (please tick)
- Yes No
21. If the answer to question 20 is "Yes", indicate the nature of indecent/vulgar behaviour
- Verbal Obnoxious Body Language
 Physical Harassment Others
22. If answer to question 20 is "Yes", what steps did you take ? (Please tick)
- 22.1 Complain to someone (whom)
22.2 Keeping quiet to protect the organization's name
22.3 Identifying the offender and ensuring justice
22.4 Taking leave
22.5 Resigning from the job
22.6 Soliciting help from the Cell for Resisting Oppression Against Women
22.7 Seeking police help
22.8 Seeking help from other individuals and organizations
22.9 Others (please specify) : _____
23. In response to the allegations, what action did your organization/authority undertake. (Please tick)
- 23.1 Not taking any steps
23.2 Dismissing the allegations as unimportant
23.3 Identifying the victim as the wrongdoer
23.4 Taking steps to verify the allegations
23.5 Offender tried by the organization
23.6 Offender punished by the organization
23.6.1 Offender seeking forgiveness
23.6.2 Offender being warned for the future
23.6.3 Temporary suspension

45

- 23.6.4 Asked to resign
- 23.6.5 Handed over to the police
- 23.7 Other measures (Please specify) : _____

24. What actions were taken if the victim was identified as the wrongdoer. (Please tick)

- 24.1 Seeking forgiveness
- 24.2 Being warned for the future
- 24.3 Temporarily suspended
- 24.4 Transfer from the place of work
- 24.5 Terminating employment

25. What actions did you take after receiving no response from the organization ? (Please tick)

- 25.1 Not to discuss the matter anymore
- 25.2 Apply for leave
- 25.3 Apply for transfer
- 25.4 Resign from the job
- 25.5 Other actions (Please specify): _____

26. What has your organization done to promote women's participation in management ? (Please tick)

- staff development
- maternity leave
- flexible working hours
- other (Please specify): _____

27. In your organization which policies/practices have hindered women's participation in management ?

- a. _____
- _____
- b. _____
- _____
- c. _____
- _____

28. What changes in the policies of your organization would you like to see to further promote women's participation in management ? (Please tick)

- 28.1 Recruitment
 - Hiring more women officials/managers
 - Policies sensitive to women's problems
- 28.2 Service rules
 - Leave
 - Benefits

28.3 Staff development

- Training Workshop/seminar Study tour
 Study leave

28.4 Others (Please specify) : _____

29. Is there any scope to keep your child in your office/hostel?
(Please tick)

29.1 If necessary, can you breast feed during working hours

29.2 If necessary, during working hours can you go home to feed your child

30. Is there scope for maternity leave ?

- Yes No

30.1 for how long ?

30.2 is it easy to avail ? Yes No

31. What actions are taken if an employee becomes pregnant during probationary period. (Please tick)

- leave without pay leave with pay
 terminating employment other actions (please specify)
-

32. Do you know if anyone in your organization has availed maternity leave during the first or second year of employment.

- Yes No

33. Does your organization discourage availing of maternity leave during the first or second year on employment.

- Yes No

34. For what reasons do you need personal leave. Please tick.

34.1 Child/family sickness

34.2 Household duties like entertaining relatives/friends,

34.3 Physical illness

34.4 Social duties

35. Is it easy to get leave for personal reasons ?

- Yes No

36. Do you think an increase in the number of women managerial staff would help to better understand the problems women workers face ?

Yes, why	No, why

37. Identify the training you have received from the organization.

Training	Which training was more useful as a manager		Training further needed to be an effective manager	
	Please tick ✓	Indicate priority - A,B,C,D	Please tick	Indicate priority - A,B,C,D
37.1 Social analysis and organization				
37.2 Group management				
37.3 Development education and communication				
37.4 Management of savings-credit and income generating activities				
37.5 Programme management				
37.6 Accounts management				
37.7 Project planning and management				
37.8 Organizational development and management				
37.9 Training of trainers				
37.10 Goal oriented project planning exercise				
37.11 Gender relations and development				
37.12 Others (please specify)				

(A=most important, B=relatively important, C=important, D=not so important)

38. Do you think mobility is important for your performance as a manager ?

Yes, why	No, why

39. Do you think it is important for a manager to

- 39.1 Ride bicycle Yes No
 39.2 Ride motorbike Yes No
 39.3 Use public transport Yes No
 39.4 Others, please specify : _____

40. Which one do you use ?

41. Which one do you prefer to use ?

42. Does riding bicycle/motorbike improve your performance as a manager ?

Yes, why	No, why

43. Does the problem of working longer hours or at night seem to be a barrier to your working capacity ?

Yes, why	No, why

45

44. If yes, under what conditions would you prefer to work late?
Please tick.

44.1 Secured arrangement to stay over

44.2 Work in a group

44.3 Secured arrangement to return home after work

44.4 Others (please specify) : _____

45. From your own experience or from experience of others, how does it differ for a woman NGO manager when compared to the following institutions

45.1 Government Organizations: _____

45.2 Private business/commercial institutions: _____

45.3 Private Banks: _____

46. How can the following individuals/institutions assist women to develop as better NGO managers:

46.1 Yourself: _____

46.2 The Government: _____

46.3 NGOs/NGO Management: _____

46.4 Donors: _____

46.5 Community (Please specify the sections of the community):

THANK YOU

QUESTIONNAIRE FOR INTERVIEW OF
MEN IN NGO (PVDO) MANAGEMENT POSITIONS

All responses will be kept confidential and the study report will make no mention of individuals and organizations interviewed.

If the space provided in the questionnaire is insufficient, please write on the blank sheets provided at the end of the questionnaire. Please mention the item number of the questionnaire if you are writing on the blank sheets.

A. General

1. Name: _____
2. Organization: _____
3. Position: _____
4. Education: _____
5. Date of Joining in this NGO: _____
6. Prior Working Experience: _____

B. Specific

7. Why did you decide to work with an NGO? _____

8. What, in your opinion, are the barriers to development of women as managers in general in Bangladesh ?

Barriers	Please tick (✓)	Rank in order of importance (A,B,C,D)	Add comments
8.1 Social			
8.2 Cultural			
8.3 Religious			
8.4 Mobility			
8.5 Education			
8.6 Attitude			
8.6.1 Family			
8.6.1 Social			
8.6.3 Institutional			
8.7 Personal			
8.7.1 Child care			
8.7.2 Financial			
8.7.3 Self confidence			
8.8 Political			
8.9 Others (please specify): _____			

(A=most important, B=relatively important, C=important, D=not so important)

9. What, in your opinion, are the barriers to development of woman managers in your NGO ?

Barriers	Please tick (✓)	Rank in order of importance (A,B,C,D)	Add comments
8.1 Social			
8.2 Cultural			
8.3 Religious			
8.4 Mobility			
8.5 Education			
8.6 Attitude			
8.6.1 Family			
8.6.2 Social			
8.6.3 Institutional			
8.7 Personal			
8.7.1 Child care			
8.7.2 Financial			
8.7.3 Self confidence			
8.8 Political			
8.9 Others (please specify): _____ _____			

(A=most important, B=relatively important, C=important, D=not so important)

10. What are your duties/responsibilities in this NGO ?

- a. _____

- b. _____

- c. _____

53

10.1 Your scope of authority in relation to your supervisor

10.2 Your scope of authority in relation to your colleague

10.3 Your scope of authority in relation to your subordinate

11. With whom do you have to interact with in order to accomplish your work

a. _____

b. _____

c. _____

11.1 How do you interact (please tick)

- | | | |
|--|---------------------------------|---|
| <input type="checkbox"/> Telephone | <input type="checkbox"/> Letter | <input type="checkbox"/> Field visit |
| <input type="checkbox"/> Forum/network meeting | | <input type="checkbox"/> Staff meeting |
| <input type="checkbox"/> ADAB chapter meeting | | <input type="checkbox"/> Personal contact |

12. Which are the institutions you have to interact with

a. _____

b. _____

c. _____

12.1 How do you interact (please tick)

- | | | |
|--|---------------------------------|---|
| <input type="checkbox"/> Telephone | <input type="checkbox"/> Letter | <input type="checkbox"/> Field visit |
| <input type="checkbox"/> Forum/network meeting | | <input type="checkbox"/> Staff meeting |
| <input type="checkbox"/> ADAB chapter meeting | | <input type="checkbox"/> Personal contact |

13. When representing your organization, what is the extent of the responsibility you are entrusted with

(please tick)

- | | | |
|---|--|-------------------------------------|
| <input type="checkbox"/> to give decision | <input type="checkbox"/> to discuss only | <input type="checkbox"/> to observe |
| <input type="checkbox"/> others (please specify): _____ | | |

54

14. In this NGO, have you encountered any barrier(s) to your development as a manager ?

Yes, why	No, why

15. If answer to Question No.14 is "Yes", then what were these barriers?

- a. _____

- b. _____

- c. _____

15.1 How did you overcome the barriers ? (Please include your successes/failures also)

- a. _____

- b. _____

- c. _____

16. If you face any problem relating to management issues, whom do you go to ?

	Please tick (✓)	Rank in order of importance (A,B,C,D)
Governing body		
Chief executive		
Supervisor		
Other management staff		
Colleague		
Others (please specify): _____		

(A=most important, B=relatively important, C=important, D=not so important)

15

17. Whom do you turn to in case of personal problems ?

	Please tick (✓)	Rank in order of importance (A,B,C,D)
Governing body		
Chief executive		
Supervisor		
Other management staff		
Colleague		
Others (please specify): _____		

(A=most important, B=relatively important, C=important, D=not so important)

18. Which person(s) have you found to be most responsive ?

For management problem	Rank in order of importance (A,B,C,D)	For personal problem	Rank in order of importance (A,B,C,D)
Governing body		Governing body	
Chief executive		Chief executive	
Supervisor		Supervisor	
Other management staff		Other management staff	
Colleague		Colleague	
Others (please specify)		Others (please specify)	
None		None	

(A=most important, B=relatively important, C=important, D=not so important)

19. What has your organization done to promote women's participation in management ? (Please tick)

- Staff development Maternity leave
 Flexible working hours Others (please specify): _____

52

20. In your organization which policies/practices have hindered women's participation in management ?

- a. _____

- b. _____

- c. _____

21. What changes in the policies of your organization would you like to see to further promote women's participation in management ?

21.1 Recruitment

- Hiring more women officials/managers
- Policies sensitive to women's problems

21.2 Service rules

- Leave
- Benefits

21.3 Staff development

- Training Workshop/seminar study tour
- Study leave

21.4 Others (please specify) : _____

22. Do you think an increase in the number of women managerial staff would help to better understand the problems women workers face ?

Yes, why	No, why
_____	_____
_____	_____
_____	_____
_____	_____

23. Identify the training you have received from the organization.

Training	Which training was more useful as a manager		Training further needed to be an effective manager	
	Please tick /	Indicate priority - A,B,C,D	Please tick /	Indicate priority - A,B,C,D
23.1 Social analysis and organization				
23.2 Group management				
23.3 Development education and communication				
23.4 Management of savings-credit and income generating activities				
23.5 Programme management				
23.6 Accounts management				
23.7 Project planning and management				
23.8 Organizational development and management				
23.9 Training of trainers				
23.10 Goal oriented project planning exercise				
23.11 Gender relations and development				
23.12 Others (please specify)				

(A=most important, B=relatively important, C=important, D=not so important)

24. Do you think mobility is important for your performance as a manager ?

Yes, why	No, why
_____	_____
_____	_____
_____	_____
_____	_____

85

25. Do you think it is important for a manager to

25.1 Ride bicycle Yes No

25.2 Ride motorbike Yes No

25.3 Use public transport Yes No

25.4 Others, please specify : _____

26. Which one do you use ?

27. Which one do you prefer to use ?

28. Does riding bicycle/motorbike improve your performance as a manager ?

Yes, why	No, why
_____	_____
_____	_____
_____	_____
_____	_____

29. Does the problem of working longer hours or at night seem to be a barrier to your working capacity ?

Yes, why	No, why
_____	_____
_____	_____
_____	_____
_____	_____

30. If yes, under what conditions would you prefer to work late? (Please tick)

30.1 Secured arrangement to stay over

30.2 Work in a group

30.3 Secured arrangement to return home after work

30.4 Others (please specify) : _____

54

31. From your own experience or from experience of others, how does it differ for a woman NGO manager when compared to the following institutions :

31.1 Government Organizations: _____

31.2 Private business/commercial institutions: _____

31.3 Private Banks: _____

32. How can the following individuals/institutions assist women to develop as better NGO managers:

32.1 Yourself: _____

32.2 The Government: _____

32.3 NGOs/NGO Management: _____

32.4 Donors: _____

32.5 Community (Please specify the sections of the community):

THANK YOU

60

QUESTIONNAIRE FOR INTERVIEW OF
NGO (PVDO) DIRECTORS

All responses will be kept confidential and the study report will make no mention of individuals and organizations interviewed.

If the space provided in the questionnaire is insufficient, please write on the blank sheets provided at the end of the questionnaire. Please mention the item number of the questionnaire if you are writing on the blank sheets.

A. General (about the individual respondent)

1. Name: _____
2. Date of Joining in this NGO: _____
3. Prior Working Experience (in the field of development): _____

B. About the NGO

4. Name: _____
5. Year of Establishment: _____
6. Entity: Working Area
 - i) Local No. of Districts _____
No. of Thanas _____
No. of Unions _____
 - ii) National No. of Villages _____
No. of beneficiaries _____
Male _____ Female _____

7. Activities:

Activities	Please tick (f)	Rank of major activity (A,B,C,D)
Adult education		
Animal husbandry		
Audio and mass communication		
Children's education		
Credit		
Crop husbandry		
Disabled rehabilitation		
Group formation		
Health/family planning/EPI		
Human rights/legal rights		
Pisciculture		
Research/evaluation		
Rural industry/income generating activities		
Sericulture		
Social forestry		
Training/technical assistance to other organizations		
Water and sanitation		
Women in development		
Environment		
Income generating activities		
Disaster management		
Others (please specify)		

8. How many of your staff are:

	Men	Women
8.1 Managerial		
3.1.1 Top level		
3.1.2 Medium level		
8.2 Field Worker		
8.3 Support Staff		
8.4 Others (please specify)		

9. How many of your staff have professional qualifications ?

Discipline	Male	Female
Accounting		
Administration		
Management		
Legal		
Doctor		
Paramedic		
Veterinary		
Engineer		
Technician		
Artist		
Agriculturist		
Researcher		
Others (please specify)		

6

10. Do you think an increase in the number of women managerial staff would help this organizations to better understand the women's problems ?

Yes, why	No, why

11. Generally what problems do women face with regard to the following issues : socially, economically, constitutionally, legally, family and institutions ?

11.1 Women in Bangladesh : _____

11.2 Women managers : _____

12. What are the constraints faced by NGOs in Bangladesh in recruiting woman managers ?

	Please tick (✓)	Rank in order of importance (A,B,C,D)	Comment if any
Cultural			
Religious			
Mobility			
Education			
Attitude			
- Family			
- Community			
- Organizational rules and regulations			
Personal			
- Child care			
- Financial			
- Self confidence			
Lack of security			
Others (please specify)			

604

17. Identify programs in your organization that encourage women's participation

18. Identify programs in your organization that discourage women's participation

19. Have you noticed any difference in behaviour between female and male workers ?

Yes No

19.1 If the answer is "Yes", then describe

20. Are women workers in your organization discouraged from becoming pregnant ?

Yes, why	No, why

66

21. Do female and male workers receive capacity building training? if yes, please tick (f)

Training	Men only	Women only	Both
Adult education			
Animal husbandry			
Audio and mass communication			
Children's education			
Credit			
Crop cultivation			
Disabled rehabilitation			
Group formation			
Health/family planning/EPI			
Human rights/legal rights			
Pisciculture			
Research/evaluation			
Rural industry			
Sericulture			
Social forestry			
Training/technical assistance to other organizations			
Water and sanitation			
Women in development			
Environment			
Income generating activity Disaster management			
Others (please specify)			

22. Are there any special training for women ? (please specify)

23. How many female/male staff have availed study leave over the past three years ?

23.1 With pay Total _____ Female _____ Male _____
23.2 Without pay Total _____ Female _____ Male _____

24. Have you found any role model of woman managers in your NGO and or in other organizations ? If yes, then :

24.1 What special qualities did they possess ?

24.2 What motivated them to be different ?

24.3 What barriers did they overcome and how?

24.4 What social pressure did they face ?

24.5 What social pressure do they feel now?

25. What is your organization's perception of women's leadership ? In your organization what steps are taken to promote women's leadership ?

68

26. What are the qualities of a good manager? Would these qualities differ in the case of a man or woman and how?

27. In your experience, is a female or male manager more adept at handling authority?

28. Given your present funding and other resource constraints, and organizational objectives, please suggest the possible action plans to improve the situation of NGO managers with regard to the following two aspects:

28.1 Increasing the number of women managers in NGOs

28.2 Improving the quality of women managers in NGOs

28.3 Any other comments

THANK YOU

LIST OF ENTRY WORKSHOP PARTICIPANT PYDOs

DHAKA ENTRY WORKSHOP

CDL

Dhaka

December 30, 1993

1. Association for Land Reform and Development (ALRD), Dhaka
2. Association of Development Agencies in Bangladesh (ADAB), Dhaka
3. Association for Realisation of Basic Needs (ARBN), Dhaka
4. Bangladesh Rural Advancement Committee (BRAC), Dhaka
5. Bangladesh Nari Progati Sangha (BNPS), Dhaka
6. Community Development Centre (CODEC), Chittagong
7. Community Development Library (CDL), Dhaka
8. Centre for Development Services (CDS), Dhaka
9. Ghashful MCH FP & FW Association, Chittagong
10. Gandhi Ashram Trust, Noakhali
11. Gonobidhiapit, Comilla
12. Gono Shahajjo Sangstha (GSS), Dhaka
13. Grameen Jano Kalyan Sangsad, Sunamgonj
14. Mohila Unnayan Samity, Manikgonj
15. PRIP Bangladesh/PACT, Dhaka
16. Unnayan Sahojogy Team (UST), Dhaka
17. Village Education Resource Centre (VERC), Dhaka
18. Voluntary Association for Rural Development (VARD), Sylhet

DINAJPUR ENTRY WORKSHOP

Palli Sree

Dinajpur

December 28, 1993

1. Come to Work, Dinajpur
2. Community Development Association (CDA), Dinajpur
3. Gram Unnayan O Dustho Seba Kendra, Gaibandha
4. Harirampur Dusto Mahila Bahumukhi Sangstha, Bagha, Rajshahi
5. Kanchan Samity, Dinajpur
6. Loke Unnayan Kendra, Kalitola, Dinajpur
7. MBSK, Balubari, Dinajpur
8. Mohila Unnayan Karmasuchi, Gaibandha
9. Polli Sree, Dinajpur
10. Samaj Darpan, Dinajpur
11. Samakal Samaj Unnyan Sangstha, Pirgonj, Rangpur
12. Sunflower, Dinajpur
13. Thengamara Mohila Sabuj Sangha, Bogra
14. Unity for Social and Human Action (USHA), Rajshahi
15. Uttara Polli Unnayan Sangha, Dinajpur

JESSORE ENTRY WORKSHOP

ADAB Regional Office
Jessore
December 29, 1993

1. Association of Development Agencies in Bangladesh (ADAB), Dhaka
2. Banchte Shekha, Jessor
3. Banophul Social Welfare Organization, Chittagong
4. Jagorani Chakra (JC), Jessor
5. Madaripur Legal Aid Association, Madaripur
6. PRODIPAN, Khulna
7. Rural Reconstruction Centre (RRC), Jessore
8. Sankalpa, Patharghata, Barguna
9. Shirashuni Humanitarian Enhance Territorial Unity (SETU), Kushtia
10. Unnayan Artha Samajik Sangstha, Khulna

LIST OF INTERVIEWS OF PYDO DIRECTORS

- | | |
|--|--|
| 1. ADAB | Ms. Rasheda K. Choudhury
Director |
| 2. Concern Bangladesh | Mr. Paul O'Brien
Field Director |
| 3. Concern Women for
Family Planning (CWFP) | Ms. Rokeya Sultana
Deputy Director |
| 4. Dhaka Ahsania Mission | Mr. Rafiqul Alam
Director |
| 5. Gono Shahajjo Sangstha (GSS) | Dr. F.R. Mahmood Hasan
Executive Director |
| 6. Nijera Kori | Ms. Khushi Kabir
Coordinator |
| 7. Saptagram Nari Swanirvar
Parishad (SNSP) | Ms. Krishna Chanda
Administrative Officer |

LIST OF FINAL WORKSHOP PARTICIPANT PYDOs

DHAKA FINAL WORKSHOP

WVA Auditorium
10:00 - 1:00 AM
March 1, 1994

1. Association for Land Reform and Development (ALRD), Dhaka
2. Association of Development Agencies in Bangladesh (ADAB), Dhaka
3. Banchte Shekha, Jessore
4. Bangladesh Women's Health Coalition (BWHC), Dhaka
5. CIDA, Dhaka
6. Come to Work, Dinajpur
7. CONCERN Bangladesh, Dhaka
8. Dhaka Ahsania Mission (DAM), Dhaka
9. Ghashful MCH FP & FW Association, Chittagong
10. Gono Shahajjo Sangstha (GSS), Dhaka
11. Grameen Jano Kalyan Sangsad, Sunamgonj
12. Loke Unnayan Kendra, Kalitola, Dinajpur
13. Madaripur Legal Aid Association, Madaripur
14. Mohila Unnayan Samity, Manikgonj
15. Nijera Kori, Dhaka
16. Nari Progoti Sangha
17. OXFAM, Dhaka
18. PACT Bangladesh/PRIP
19. Proshika Manobik Unnayan Kendra (PMUK), Dhaka
20. Samaj Darpan, Dinajpur
21. Samakal Samaj Unnayan Sangstha, Pirgonj, Rangpur
22. Sunflower, Dinajpur
23. Saptagram Nari Swanirvar Parishad (SNSP), Dhaka
24. Thengamara Mohila Sabuj Sangha, Bogra
25. Unit for Social and Health Advancement (USHA), Rajshahi
26. USAID, Dhaka
27. Village Education Resource Centre (VERC), Dhaka

13

Annex - G

(Tables 1 to 19)

Table : 1 (Working)

What, in your opinion, are the barriers to development of women as managers in general in Bangladesh

	Women Respondents N = 33					Men Respondents N = 44				
	A(4)	B(3)	C(2)	D(1)	Tot	A(4)	B(3)	C(2)	D(1)	Tot
Social	3	10	5	0	72	15	14	9	3	123
Cultural	2	2	2	1	19	4	3	6	5	60
Religious Practice	3	11	3	0	71	17	16	4	2	142
Limitation of Mobility	4	13	3	4	31	10	12	3	3	98
Education	2	3	4	3	46	13	3	3	5	37
Attitude - Family	7	7	7	5	68	3	7	15	7	90
Attitude - Community	4	7	4	4	49	3	5	14	4	79
Attitude - Organization	4	5	3	1	55	5	3	3	3	60
Personal - Child Care	5	5	3	3	37	3	3	3	3	52
Personal - Economical	1	1	3	2	18	2	3	3	5	28
Personal - Self confidence	3	6	4	5	43	7	4	9	7	65
Political	5	2	2	2	32	5	3	3	3	39

15

Table : 2 (Working)

What, in your opinion, are the barriers to development of women as managers in your NGO

	Women Respondents N = 33					Men Respondents N = 44				
	A(4)	B(3)	C(2)	D(1)	Tot	A(4)	B(3)	C(2)	D(1)	Tot
Social	10	7	1	2	85	11	6	7	2	78
Cultural	0	2	2	5	15	4	3	3	5	51
Religious Practice	5	3	7	1	44	16	2	5	2	82
Limitation of Mobility	7	6	1	4	52	10	6	5	6	86
Education	7	3	7	1	52	10	3	2	2	85
Attitude - Family	6	2	3	3	48	9	3	5	7	80
Attitude - Community	3	6	2	2	53	3	1	7	2	63
Attitude - Organization	6	5	2	3	48	3	6	2	3	48
Personal - Child Care	7	3	6	2	84	2	7	7	4	47
Personal - Economical	4	2	4	3	83	1	5	6	2	83
Personal - Self confidence	5	7	4	3	82	4	7	10	5	82
Political	4	0	0	4	20	4	0	7	4	34

TABLE : 3 (Working)

What are the constraints faced by NGOs in Bangladesh in recruiting women managers

	Director respondents N = 29				Total
	A(4)	B(3)	C(2)	D(1)	
Social	7	3	3	4	62
Cultural	3	4	3	3	33
Religious Practice	5	12	4	3	67
Limitation of Mobility	3	7	3	3	74
Education	9	3	3	3	68
Attitude - Family	0	10	3	3	51
Attitude - Community	4	3	4	4	52
Attitude - Organization	0	3	4	5	37
Personal - Child Care	5	7	11	3	66
Personal - Economical	1	3	0	0	37
Personal - Self confidence	3	5	3	3	43
Political	3	3	1	3	35
Lack of Security	0	3	7	4	45

Table : 4 (Working)

In this PVDO, have you encountered any barrier(s) to your development as a manager
 If yes, then what were these barriers
 How did you overcome the barriers

Women respondents N = 29				
Yes why	Lack of cooperation; harassment & absence of sponsorship from men respondents and their jeanness (11)	Insufficient organizational regulations; lack of proper evaluation and leave; system of unilateral decisions and discriminatory procedure for promotion (11)	Social & family barriers; lack of higher education; disability to speak English (4)	Financial limitations of the organization (1)
No why	Cooperation from senior managers/organization; well conceived programs (3)	Faced no barriers (2)	Lack of self initiative (1)	Mutual cooperation towards establishing and protecting rights and community development (1)
Barrier	Lack of opportunity for self initiative; absence of decision at the right time; organizational outlook; absence of proper evaluation of one's efficiency (7)	Family problems; impediments to movement and social harassment; office consuming cost of one's own family (6)	Lack of training; priority to men respondents for foreign training & promotion (5)	Inferiority or superiority complex (1)
How Overcome	Building up self confidence through efforts and sincerity; help from the family and careful planning (17)	Not applicable (7)	Could not overcome (1)	Politely making others understand that their attitude is not proper; through frank discussions (2)
Men respondents N = 27				
Yes why	Non implementation of organizational policy; lack of proper evaluation; system of unilateral decisions; absence of accountability (5)	Discouraging higher training by the management; lack of encouragement to improve work quality and efficiency	Weakness in English; lack of opportunity for younger talents (2)	No prior experience (1)
No why	Maintenance of good relations and equilibrium with all through honesty and sincerity help overcome all barriers (4)	Freedom of thought, expression of own ideas and actions accordingly are beneficial to progress (1)	Administrative management of the organization is specific; well conceived policies and programs are not impediments to progress (7)	No answer (3)
Barriers	Lack of proper assessment of the managers; nepotism, gap between the policies and implementation thereof; wrong decision by the authority (4)	Lack of job security; lack of training to improve English language and work efficiency; bottlenecks /is-avis up for employment (3)	Financial constraints of the managers; lack of perception of social and organizational realities (3)	Non cooperation from the local administration (2)
How overcome	Still trying to overcome the hurdles (2)	Accepted as fate & did not try to overcome such negative hurdles (3)		

20

Table : 5 (Working)

Do you think mobility is important for your performance as a manager

Women respondents N = 32				
Yes why	Opportunity to work freely; independent actions encourage self reliance (24)	Communication and coordination; supervision and evaluation; proper implementation (16)	Efficient management not possible; limited scope of work (2)	(No reason given) (4)
No why	(No reason given) (1)			
Men respondents N = 41				
Yes why	Helps discover talents; increases work freedom; helps instantaneous making or changing decisions; simplifies formulation of work strategies (20)	For the benefit of work, communication and to accomplish more work; for wider interaction and experience (10)	Working area can be expanded; field level communication become easier which inter alia helps efficient monitoring (4)	This freedom is extremely important to administrative interests and for development (3)

Table : 6 (Working)

Do you think it is important for a manager

Mode of Transport		Women respondents N = 33	Men respondents N = 44
Ride bicycle	Yes	14	23
	No	2	7
Ride motorbike	Yes	22	41
	No	2	1
Use public transport	Yes	15	23
	No	1	2
Others	Yes	1	5
Which mod do you use ?			
Ride bicycle		2	3
Ride motorbike		2	20
Use public transport (Bus, rickshaws, tempo, cabs)		24	27
Others (staff bus)		1	1
Which mode do you prefer?			
Ride bicycle		0	2
Ride motorbike		14	25
Use public transport		13	22
Others (staff bus, private car)		3	1

Table : 7 (Working)

Does the problem of working longer hours or at night seem to be a barrier to your working capacity

Women respondents N = 33				
Yes-why	Lack of security; no scope to work in groups; absence of safe arrangements to return home at night after work (5)	Quality of work degrades due to lack of planning; quality of a good manager is to finish the work within office hours (6)	Lack of social acceptability and adequate time can not be given to self and family (5)	(No reason given) (4)
No-why	Increases ability to work; enables successful completion of programs and adds to experience (11)	Women have long been working till late nights (1)	There is no need for women to work extra hours (1)	(No reason given) (6)
Men respondents N = 40				
Yes-why	Creates problems in personal/family life; tires the nerves (4)	Overtakes patience, degrades quality and importance of work (2)	Question of working extra hours does not arise if work is done at the right time (3)	(No reason given) (4)
No-why	Work is important; necessary to maintain the speed of work by timely completion of jobs in the interest of self, people and the organization; it is a moral responsibility (16)	Work means pleasure & responsibility; work mean fun; work improves efficiency, increases experience and helps develop talents (6)	It is not a problem at all if for short periods (1)	(No reason given) (4)

Table : 8 (Working)

Under what conditions could you prefer to work late

Name of Conditions	Women respondents N = 33	Men respondents N = 44
Safe boarding arrangements incase of delays at night	8	14
Working in groups	11	20
Safe arrangement for transportation back home after works	18	24
Others (timely works, boarding arrangement, restricting scope of works at night, improving self efficiency)	4	2

67

Table : 9A (Working)

Is there any scope to keep your child in your office/hostel

Issue N = 31	Yes	No
Scope for breastfeeding at work	9	11
Scope to go home and feed child	12	11

Table : 9B (Working)

Is there any scope for maternity leave

For how long

Is it easy to avail

Do you know if anyone in your organization has availed maternity leave during the first or second year of employment

Does your organization discourage availing of maternity leave during the first or second year of employment

Issue N = 33	Yes	No
Provision for maternity leave	17	0
For how many days :		
90 days	14	0
75 to 45 days	5	0
30 to 10 days	5	0
Is it easy to avail	24	3
Could any women respondents avail this leave during the first or second year of her employment	21	8
Does the organization discourage pregnancy or maternity leave during the first or second year of employment	8	13
Is it easy to get leave on personal grounds ?	22	8

Table : 9C (Working)

What actions are taken if an employee becomes pregnant during probationary period

Issue	Women respondents N = 32
Leave without pay	11
Leave with pay	6
Termination of service	1
Others	15

Table : 9D (Working)

For what reasons do you need personal leave

Issue	Women respondents N = 33
Child/family sickness	25
Household duties like entertaining relatives/friends	9
Personal/health reason	27
To fulfil other social duties	14

Table : 10(Working)

In your work place, have you faced any discriminating behaviour from men respondents

Issue N = 33	Yes	No
Discriminatory behaviour towards women	16	17
- Demeaning remarks by men respondents towards their female counterparts	13	
- Giving no scope to women respondents to talk in the meetings	5	
- Depriving the women respondents from appreciation and recognition	14	
- Allotting only monotonous jobs to women while reserving the exciting & better ones for men	9	
- Forcing women respondents to do the odd jobs like serving tea, water, food, etc. and nursing patients	8	
- Others (Males reluctant to do the jobs specified for women)	4	

Table : 11 (Working)

While working, have you or your female colleague faced any indecent or vulgar behaviour from male colleague

Issue	Yes		No	
	Women N = 33	Directors N = 29	Women N = 33	Directors N = 29
Incidence of harassment	14	4	19	14
- Use of filthy language	13	5		
- Obnoxious body language	2	4		
- Physical harassment	5	4		
- Others (like men respondents threatening the woman with dire consequences after being rejected)	3	1		

Table :12A (Working)

After occurrence of harassment, what steps did you take

Steps	Women respondents N = 14	Directors N = 4
Complaining to others	7	4
Suppressing the whole incident in the interest of the practice of the organization	6	3
Identifying the accused and punishing him appropriately	6	2
Taking leave from the place of work	4	1
Leaving the job	4	1
Seeking redress from the cell opposing cruelty to women	0	1
Seeking help from the police	0	2
Asking help from some person or organization	0	1
Others (try to make the accused understand the situation, discussed the issue in open meeting or taking personal steps	1	1

Table : 12B (Working)

In response to the allegations, what actions did your organization/authority undertake

Issue	Women respondents N = 14
Taking no steps	4
Avoiding such event as trifling	4
To accuse the complainant herself	3
Taking necessary steps to investigate the matter	5
Trying the accused within the organization	2
Punishing the accused within the organization	
- Apologies by the accused	3
- Warning the accused for the future	4
- Dismissal of the accused	3
Others	3

Table : 12C (Working)

What actions were taken if the victim was identified as the wrongdoer

Issue	Women respondents N = 5
Asked to apologize	1
Warned for the future	5
Transferred elsewhere	3
Dismissed	1

Table : 12D (Working)

What actions did you take after receiving no response from the organization

Issue	Women respondents N = 2
Not to talk about it to any more	2
To seek leave	1
To seek transfer	1
Other	1

cfb

Table : 13 (Working)

Do you think an increase in the number of women managerial staff would help to better understand the problems women managers face ?

Women respondents N = 30			
Yes - why	Assessing the real situation through discussion and identification of the problems; women are more patient (28)	Understanding women's problems; finding solutions; running women's programs helps united movement to realize women's rights (24)	Increasing women's participation through policy modifications and gathering experience (5)
No - why	Through cooperation of men respondents (1)	Following gender policy (2)	Women are weak in management despite priorities accorded to them (1)
Men respondents N = 38			
Yes - why	Males accord less importance to women's words; women better understand women's problems (15)	Would assist in emancipating women's rights; providing scope for overall development of women folk (6)	Can identify the problems of women; would be able to take decisions and steps to solve the problems; appropriate policy needs to be formulated (7)
No - why	Change of mentality essential; problem will not be solved only by appointing more female managers (7)	Female managers are always not able to take the right decision; also not good in public relations (3)	Women are envious and are not as patient with men as men are with women (1)
Director respondents N = 27			
Yes - why	Women understand women's problems better and would be helpful to solve the problems of the target group (17)	Women's leadership as well as social rights would be established (7)	Equilibrium should be established between male and women respondents in different organizations (3)
No - why	Because of communication problems it is not possible to employ female managers at increasing rates (2)	Male managers trained in gender policy are also able to better understand women's problems (1)	Treatment of males and females on the same footing would help in clear understanding of the problems (1)

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What actions were taken if the victim was identified as the wrongdoer

Issue	Women respondents N = 5
Asked to apologize	1
Warned for the future	5
Transferred elsewhere	3
Dismissed	1

Table : 12D (Working)

What actions did you take after receiving no response from the organization

Issue	Women respondents N = 2
Not to talk about it to any more	2
To seek leave	1
To seek transfer	2
Other	1

able : 16 (Working)

What has your organization done to promote women's participation in management

Steps	Women respondents N = 33	Men respondents N = 44
Staff Development	25	38
Maternity leave facilities	23	35
Relaxation of working hours	7	13
Others:	2	3

able : 17 (Working)

What types of practical support does the organization extend to address these constraints ?

Facilities	Director N = 29	
	Available	Not available
1. Arrangement for transportation from home to the place of work	11	17
2. Hostel accommodation	10	13
3. Maternity leave	29	1
4. Child care facilities in the office/hostel	3	23
5. Facilities for short breaks for breastfeeding the child during works	17	9
6. Facilities to go home to breast feed the child taking short breaks during working hours	13	11
7. Coordination of working hours	21	6
8. Transport facilities		
- Self arranged	22	
- Provided by office	17	
- Public transport	4	
- Cycle	9	
- Motorbike	8	

52

Table : 18 (Working)

What changes in the policies of your organization would you like to see to further promote women's participation in management

Policies	Women respondents N = 33	Men respondents N = 44
Recruitment		
- hiring more women officials/managers	17	29
- policies sensitive to women's problems	17	30
Service rules		
- leave	3	18
- benefits	30	21
Staff development		
- training	24	32
- workshop/seminar	15	24
- study tour	21	19
- study leave	10	17
Others	1	4

- 63

Table : 19 (Working)

How can the following individuals/institutions assist women to develop as better PVDO managers: Yourself, The Government, PVDO/PVDO Management, Donors, Community

Respondent:	<ul style="list-style-type: none"> Intensify society through networking and collaboration; identify problems and providing solution. (8) 	<ul style="list-style-type: none"> Through training and education for women; gender training for men; developing knowledge and decision taking skills. (7) 	<ul style="list-style-type: none"> Through self motivation and confidence building. (17) 	<ul style="list-style-type: none"> Increase scope for women employment; giving women more responsibility. (9)
Government	<ul style="list-style-type: none"> Encouragement through economic benefits; education and training for women. (2) 	<ul style="list-style-type: none"> By providing security and political stability; implementing laws that protect women; equal rights in personal laws. (5) 	<ul style="list-style-type: none"> Increase scope for women's employment; introducing quota system; recruiting women at the top level. (12) 	<ul style="list-style-type: none"> Prioritize women's needs through policy changes; improve transport facilities. (10)
PVDO	<ul style="list-style-type: none"> Increase benefit and training; provide equal opportunity. (2) 	<ul style="list-style-type: none"> Increase job security and responsibility; provide career path; recruit and hire women in all programs. (7) 	<ul style="list-style-type: none"> Increase women's participation in policy making and implementation, through consultation and general perspective in planning. (1) 	<ul style="list-style-type: none"> Recognize women's work; prioritize women's needs; conscientize and encourage women. (5)
Donors	<ul style="list-style-type: none"> Ensure follow up; encourage women's participation in programs; encourage program for gender development. (2) 	<ul style="list-style-type: none"> Ensure benefits like training and skill development. (2) 	<ul style="list-style-type: none"> Prioritize women's needs. (8) 	<ul style="list-style-type: none"> Recruit women at top level management positions in their own organizations. (2)
Society	<ul style="list-style-type: none"> Change in attitudes; conscientize and increase collaboration with the progressive elements in society; upbringing of children on equal basis. (2) 	<ul style="list-style-type: none"> Break caste barriers, religious, fundamental and social barriers. (7) 	<ul style="list-style-type: none"> Provide security and increase women's ability. (15) 	<ul style="list-style-type: none"> Increase women's access to economic/other resources; recognize women as managers and professionals. (1)