

**ASSESSMENT OF IMPLEMENTATION OF GENDER MAINSTREAMING
IN THE WORKPLACE OF NON GOVERNMENTAL ORGANISATIONS
IN ILALA MUNICIPALITY, TANZANIA**

PAUL WILLIAM

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN PROJECT
MANAGEMENT AND EVALUATION OF SOKOINE UNIVERSITY OF
AGRICULTURE MOROGORO, TANZANIA.**

2019

ABSTRACT

Gender mainstreaming was endorsed as a global strategy for promoting gender equality in the Beijing Declaration and Platform for Action in 1995. Although the government of Tanzania has taken measures to mainstream gender in government institutions, such mainstreaming is little investigated in the workplaces of NGOs. This study was conducted in Ilala Municipality in Tanzania to assess implementation of gender mainstreaming in the workplace of NGOs. Cross-sectional research design was applied and data were collected through survey using a questionnaire from a sample of 60 staff of 30 NGOs. Key Informant Interviews (KIIs) was also conducted. Descriptive statistics and Content Analysis (CA) were used for data analysis. The study findings revealed average (64.7%) availability of organizational policies and procedures for gender mainstreaming. Moreover, (86.7%) of respondents reported that their organizations had neither a gender focal points nor a gender department/unit and about (96.7%) of respondents reported that their organizations did not allocate funds for gender mainstreaming. Personnel were recognized to have positive attitudes on organizational culture towards gender mainstreaming. Sex disproportions was found in the organizational structures whereby the total number of male staff were 200 (54.5%) compared to 167 (45.5%) of female staff and the ratio of male and female constitute organizations' board of directors which make top decisions of the organizations were 104 (54.2%) for male compared to 88 (45.8%) of female. Generally, average level (63.9%) of implementation of gender mainstreaming in the workplace of NGOs was found to be a good progress though continuous efforts for effective implementation of gender mainstreaming are inevitable. Assessment of the effectiveness of Tanzania national policy on women development and gender is suggested to be conducted. The future study will provide empirical findings on reliability and validity of the policy and if it is needed to be re-examined.

DECLARATION

I, PAUL WILLIAM, do hereby declare to the Senate of Sokoine University of Agriculture that this dissertation is my original work done within registration period and that it has neither been submitted nor been concurrently submitted in any other institution.

Paul William

(MAPME Candidate)

Date

The above declaration is confirmed by

Prof Carolyne I. Nombo

(Supervisor)

Date

COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form or by any means without prior written permission of the author or Sokoine University of Agriculture in that behalf.

ACKNOWLEDGEMENTS

First and foremost I am thankful to the Almighty God for enabling me throughout my life course. Most importantly I want to extend my deep profound gratitude to my supervisor Professor Carolyne Ignatius Nombo for her amazing guidance, supervision, encouragement, constructive challenges and pertinent comments which were of great value to me. Thus, I am very much indebted to her for all her support and willingness to guide me from the stage of designing research concept note, research proposal and questionnaire, follow up during data collection up to the final write-up stage of the dissertation. Her exceptional supervision during the study is delightful. I acknowledge with sincere gratitude the immeasurable support of my family and relatives. Special thanks to my mother Lucy Dotto Cheyo, God bless you for your prayers and consistent support in all the phases of my academic endeavour.

I am grateful to the Ilala municipal's Community Development Officer Salma Mashuhuri, Ward Community Development Officers and Ward Executive Officers for unlimited support during data collection. I am thankful to Steven Lyamuya, Makwaya Passian, Mr and Mrs Leonard Bujiku, Jenifer Mathias, Raymond Komba, Jumanne Bundala, Amos Joseph, Majuto Manyuka and Charles Muhoja for nonstop support and encouragement.

I further extend my gratitude to all the policy planning and management department staff including Professors (Kayunze, Urassa, Bengesi and Sikira) and Doctors (Goodluck, Malisa, Msinde, Jeckonia and Chingonikaya) for their pertinent comments and encouragement.

I really appreciate my fellow students (Neema Nyato, Sia Willy Machange, Ediphonce Ndakidemi, Last Lingson, Gladys Lendii, Samatta Mwishehe, Sewando Stanley and Sia Temu) for their cooperation, support and encouragement during the whole course of my study. I want to thank NGOs' staff, human resource managers and executive directors for sacrificing their precious time to participate in this research.

Last and not least my appreciation goes to all those others who have helped in various ways to broaden my horizons both intellectually and professionally. Above all, I thank God for enabling me, unto Him be glory forever.

DEDICATION

This dissertation is dedicated to my beloved father the late William Masele and my mother Lucy Dotto Cheyo, to my uncle the late Boniphace Masele, to my sister Esther William Masele and brother in-law John Paul Msabila all of you have made me the way I am.

TABLE OF CONTENTS

ABSTRACT	ii
DECLARATION	iii
COPYRIGHT	iv
ACKNOWLEDGEMENTS.....	v
DEDICATION.....	vii
TABLE OF CONTENTS	viii
LIST OF TABLES.....	xii
LIST OF FIGURES.....	xiii
LIST OF APPENDICES	xiv
LIST OF ABBREVIATIONS AND ACRONYMS.....	xv
CHAPTER ONE.....	1
1.0 INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Problem Statement	3
1.3 Significance of the Study.....	4
1.4 Study Objective.....	5
1.4.1 General objective	5
1.4.2 Specific objectives	5
1.5 Research Questions	5
1.6 Organization of the Dissertation	6

CHAPTER TWO.....	7
2.0 LITERATURE REVIEW	7
2.1 Key Concepts in the study	7
2.2 Review of Gender Mainstreaming	8
2.3 Review of Non-Governmental Organization	9
2.4 Organizational Policies and Procedures	9
2.5 Resources Allocation on Gender Mainstreaming	11
2.6 Organizational Culture on Gender Mainstreaming	12
2.7 Policy Framework	14
2.7.1 The national policy on women development and gender	14
2.7.2 The national policy on non-governmental organizations.....	15
2.8 Theoretical Framework.....	16
2.8.1 Expert-democratic model	17
2.8.2 Alternate approach model	18
2.9 Empirical Studies	19
2.10 Summary of Empirical Studies and Research Gap	21
2.11 Conceptual Framework.....	22
CHAPTER THREE.....	24
3.0 RESEARCH METHODOLOGY.....	24
3.1 Description of the Study Area.....	24
3.2 Research Design.....	24
3.3 Population, Sampling Procedure and Sample Size	25
3.3.1 Study population.....	25
3.3.2 Sampling procedure	25
3.3.3 Sample size.....	27

3.4	Types of Data, Data Collection Methods and Tools	27
3.4.1	Primary data	27
3.4.2	Secondary data.....	28
3.5	Data Analysis Procedure and Methods.....	28
3.5.1	Data analysis procedure	28
3.5.2	Methods of data analysis.....	29
3.6	Ethical Considerations.....	30
3.7	Reliability and Validity of the Study.....	31
 CHAPTER FOUR		32
4.0 RESULTS AND DISCUSSIONS		32
4.1	Response Rate, Demographic and Socio-economic Characteristics of the Respondents	32
4.1.1	The response rate of respondents.....	32
4.1.2	Socio-demographic characteristics of the respondents	33
4.1.2.1	Sex of respondents	33
4.1.2.2	Age of respondents	33
4.1.2.3	Educational level	33
4.1.2.4	Marital status of respondents.....	34
4.1.2.5	Working experiences of respondents	34
4.2	Extent of Availability of Organizations' Policies and Procedures for Gender Mainstreaming	35
4.2.1	Availability of organizations' policies for gender mainstreaming	35
4.2.2	Availability of organizations' procedures for gender mainstreaming	37
4.2.2.1	Staffing in non-governmental organizations	37
4.2.2.2	Gender training in non-governmental organizations	38

4.3	The Quantity of Resource Allocation for Gender Mainstreaming	39
4.3.1	Gender Focal Point and Gender Unit/department	39
4.3.2	Financial resources	40
4.4	Attitude of Personnel on Organization culture to Gender Mainstreaming	41
4.4.1	Norms.....	42
4.4.2	Custom	42
4.4.3	Beliefs	44
4.4.4	Code of behaviors.....	45
4.5	Sex Proportion of Personnel in the Organizational Structures of NGOs	46
4.5.1	Sex balanced staff.....	46
4.5.2	Sex balance in board of directors	46
4.6	Level of Implementation of Gender Mainstreaming in Workplace of NGOs	47
CHAPTER FIVE.....		49
5.0 CONCLUSIONS AND RECOMMENDATIONS.....		49
5.1	Conclusions.....	49
5.2	Recommendations	50
5.3	Contributions to knowledge.....	52
5.4	Suggestions for Further Research	53
REFERENCES		54
APPENDICES		66

LIST OF TABLES

Table 1:	List of NGOs for the study	26
Table 2:	Score level of implementation of gender mainstreaming	30
Table 3:	Response rate of respondents.....	32
Table 4:	Respondents' socio-demographic characteristics	35
Table 5:	Extent of availability of organizational policies and procedure	36
Table 6:	Attitudes of personnel on organizational culture towards gender mainstreaming	41
Table 7:	Implementation Levels of Gender Mainstreaming in NGOs.....	48

LIST OF FIGURES

Figure 1: Conceptual Framework 23

Figure 2: Likert rating scale for personnel attitudes 29

Figure 3: Sex proportions in organizational structure of NGOs..... 47

LIST OF APPENDICES

Appendix 1: Operational definitions of variables 66

Appendix 2: Questionnaire for organizations' staffs..... 68

Appendix 3: Interview guide for organizations' key informants 72

Appendix 4: Checklist for secondary data..... 74

LIST OF ABBREVIATIONS AND ACRONYMS

EIGE	European Institute of Gender Equality
EWURA	Energy and Water Utilities Regulatory Authority
FAO	Food and Agriculture organization
F	Frequency
GAD	Gender And Development
GM	Grand Mean
NEEC	National Economic Empowerment Council
NGOs	Non-Governmental Organizations
UNDP	United Nation Development Programmes
UN	United Nations
SNSW	State of New South Wales
SUA	Sokoine University of Agriculture
TRA	Tanzania Revenue Authority
TANAPA	Tanzania National Parks
TANESCO	Tanzania Electric Supply Company Limited
TGNP	Tanzania Gender Networking Programme
TBC	Tanzania Broadcasting Cooperation
URT	United Republic of Tanzania
VAT	Value Added Tax
WAD	Women and Development
WID	Women in Development

CHAPTER ONE

1.0 INTRODUCTION

This chapter introduces background of the study, problem statement, and significance of the study. Moreover, it presents objectives of the study, research questions and organization of the dissertation.

1.1 Background of the Study

Gender mainstreaming is one of the most burning strategies that states adopted as it influences both domestic and international politics. Gender mainstreaming was established as a major global strategy for the promotion of gender equality in the Beijing Platform for Action from the Fourth United Nations World Conference on Women in Beijing in 1995 (UN, 2002; Daly, 2005; Nake, 2012; NEEC, 2016). The mainstreaming strategy emerged as a result of dissatisfaction with earlier approaches to narrowing gender gaps (UN, 2002). Furthermore, the earlier strategies often focused on women (providing them with more education, more resources) and on specific targeted initiatives (UN, 2002). There was also recognition that inequality between women and men was a relational issue and that inequalities were not going to be resolved through a women only initiatives (UN, 2002). More attention needed to be brought to the relations between women and men, particularly with regard to the division of labour, access to and control over resources, and potential for decision-making (UN, 2002). There was increased understanding on the importance of seeking out male allies and in working with men to jointly redefine gender roles and relations, thus there was a need to move away from 'women' as a target group, to gender equality as a development goal (UN, 2002).

The Beijing Platform for Action identifies the important roles of international organizations, Non-Governmental Organisations and civil society, the private sector and other actors in implementing the gender mainstreaming strategy (UN, 2002). Moreover, the strategy of gender mainstreaming has been endorsed by governments and NGOs all over the world (True and Mintrom, 2001).

Globally, through gender mainstreaming strategy various bodies including the United Nations formed in 1945 are under pressure to eliminate all obstacles that hinder the active participation of women in all spheres of public and private life through an equal share in economic, social, cultural and political decision making (Porter and Sweetman, 2005). In Africa, governments and NGOs are taking up the responsibility of implementing gender mainstreaming as state and non-state actors respectively (Hafner and Pollack, 2002; Walby, 2005). States and NGOs are trying hard to eliminate cultural factors that hinder gender mainstreaming as well as mobilizing human and financial resources to ensure that gender mainstreaming is effective (Beall, 2010).

Tanzania as the nation has taken major measures for gender including formulation of Women and Gender Development Policy of 2000 (URT, 2011). The 2005 National Strategy for Gender Development which specifies on how gender mainstreaming is to be implemented (TGNP, 2006). Laws including the Sexual Offences (Special Provisions) Act of 1998, the Employment and Labour Relations Act of 2004, political participation by increasing the number of women's special seats in government by 33% in local government councils and 20% in the union Parliament (URT, 2011). Furthermore Tanzania Development Vision (TDV) 2025 has been formulated and the United Nations Development Programme (Sustainable Development Goals (SDGs) 2015 - 2030) aiming

to achieve gender equality and empower all women and girls in all aspects of life (UNDP, 2016).

The government encourages partnership with private sector to complement on government efforts and therefore, NGOs have a role to play in the provision of social and economic services (URT, 2011). The NGO activities increased since 1985 when major political, social and economic reforms were introduced (URT, 2001). Some of the NGOs deal with gender, human rights, environment, advocacy and participatory development (URT, 2001). NGOs address diverse issues ranging from lobbying, advocacy and human rights to service provision (URT, 2011). NGOs bring creativity, innovation and develop strong community links thereby playing a catalytic role in improving the delivery of various types of services (URT, 2011). NACONGO (2018) indicated that 8,500 NGOs are operating in Tanzania and among their objectives gender mainstreaming has been the priority strategy for effective implementation of their activities.

1.2 Problem Statement

Although the government of Tanzania has taken measures to mainstream gender, such mainstreaming is little investigated in the workplaces of NGOs. However, gender mainstreaming by NGOs has got a momentum that contributes towards addressing gender inequality objective. NGOs have led to increase the number of women beneficiaries in the projects and programmes (Mtunge, 2016; FAO, 2017). NGOs have successfully channeled resources towards provision of different services including micro credit, community health, sanitations and education (UN Women, 2016). In order to effectively pursue the mainstreaming strategy in any institution's work in a complementary fashion, an institution must work to build its own capacity and thus has proven to be a long-term process that requires explicit ongoing attention, resources and political capital

(UN, 2002). Gender mainstreaming requires NGOs as institutions to first demonstrate their own commitment to gender equality goal and values; this has to be done through significant internal organizational characteristics such as effective leadership, adequate financial and human resources, availability of appropriate procedures and processes, and appropriate organizational incentives and accountability structures (AWID, 2014).

A number of studies on gender mainstreaming have been conducted in Tanzania (Mtunge, 2016; FAO, 2011; FAO, 2017; UN Women, 2016). The studies based on how NGOs mainstreaming gender in the projects and programs at the community level. Nevertheless, the studies have not empirically revealed implementation of gender mainstreaming in the workplace of NGOs in Tanzania. Therefore, this study intended to fill the gap by assessing the implementation of gender mainstreaming specifically in the workplace of NGOs at the personnel's level in Ilala municipality in Dar es Salaam, Tanzania.

1.3 Significance of the Study

Gender mainstreaming in NGOs is inevitable due to the fact that gender equality and non-discrimination on the basis of sex are fundamental human rights recognized by international legal instruments and declarations of different countries and embedded in national constitutions such as the equality of human beings Act No.15 of 1984 Art.6 of the United Republic of Tanzania constitution of 1977 as amended in 2005 which states that 12-(1) "All human beings are born free, and are all equal" (URT, 2005)

The study has generated empirical knowledge as a reflection towards the strategies being adopted by the state like Sustainable Development Goals (SDGs) and Tanzania Development Vision (TDV) 2025 which aim to achieve gender equality and empower all

women and girls. Generally the study aimed to benefit many actors including NGOs, policy planners, mentors, education providers, researchers and scholars since this study is a base for further research and one of the reference materials.

1.4 Study Objective

1.4.1 General objective

The overall objective of study was to assess the implementation of gender mainstreaming in the workplace of NGOs in Ilala Municipality.

1.4.2 Specific objectives

- i. To investigate the extent of availability of organizations' policies and procedures for gender mainstreaming in the workplace of NGOs
- ii. To find out the quantity of resource allocation for gender mainstreaming in the workplace of NGOs
- iii. To identify the attitude of personnel on organizational culture to gender mainstreaming.
- iv. To assess the sex proportion of personnel in the organizational structures of NGOs
- v. To assess the level of implementation of gender mainstreaming in the workplace of NGOs

1.5 Research Questions

- i. To what extent NGOs' policies and procedures for gender mainstreaming are available in the workplace of NGOs?
- ii. What is the quantity of resources allocated for gender mainstreaming in the workplace of NGOs?

- iii. What is the perception of personnel on organizational culture to gender mainstreaming?
- iv. What is the sex proportion of personnel in the organizational structures of NGOs?
- v. What is the level of implementation of gender mainstreaming in the workplace of NGOs?

1.6 Organization of the Dissertation

This dissertation is organized in five chapters. Chapter one introduces background of the study, problem statement, significance of the study, general objective, specific objectives, and research questions. Chapter two reviews literatures on gender mainstreaming specifically, key concepts, gender mainstreaming, NGOs, organizational policies and procedures, resource allocation, organizational culture, policy framework, theoretical framework, empirical studies, research gap and conceptual framework. Chapter three describes study area, research design, target population, sampling procedures, sample size, methods for data collection and data analysis, ethical considerations pertaining to the research, reliability and validity of the research. Chapter four presents the results and discussions of the study. Chapter five presents, conclusions, recommendations, contributions to knowledge and suggestions on the areas for further studies.

CHAPTER TWO

2.0 LITERATURE REVIEW

This chapter reviews literatures on gender mainstreaming and is organized under the following sub-topics: key concepts in the study, review of gender mainstreaming, review of NGOs, organizational policies and procedures, resource allocation, organizational culture, policy framework, theoretical framework, empirical studies, research gap and conceptual framework.

2.1 Key Concepts in the study

Sex: Refers to the biological or genetic differences between males and females; that is to say the physical attributes pertaining to a person's contours, features, hormones, genes and reproductive organs that cannot be naturally changed (EIGE, 2016; Ujeyo *et al.*, 2017).

Gender: Refers to the social differences between men and women as opposed to biological ones. These differences are learnt over time; they can also change with time and vary from culture to culture (Pacha and Banda, 2013; EIGE, 2016; Ujeyo, *et al.*, 2017).

Gender mainstreaming Refers to “the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so

that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality” (UN, 2002).

Gender equality: It means equal treatment of men and women in laws, policies, being accorded equal participation and access to resources within families, communities and society (Lentisco and Arenas, 2010; Pacha and Banda, 2013; EIGE, 2016; Ujeyo *et al.*, 2017).

Workplace: The place particularly the offices of NGOs where personnel are employed and work.

Implementation of Gender Mainstreaming: Transforming gender mainstreaming strategy into practices for accomplishing gender equality.

2.2 Review of Gender Mainstreaming

Since 1995, gender mainstreaming policy has dominated the global discussion about how development organisations should consider gender implications in their structures and practices. Since the United Nations Fourth World Conference on Women in Beijing in 1995, a substantial body of literature has been developed on the implementation of gender mainstreaming policy in development organisations following the ECOSOC definition (Mannel, 2012). The Beijing Platform for Action in 1995 provided a binding definition and policy framework for gender mainstreaming, which led to the development of numerous tools and materials, workshops and trainings about gender mainstreaming to help facilitate mainstreaming practice. However, over fifteen years later, major gaps existed in implementing gender mainstreaming within organisations (Moser and Moser, 2005). Gender mainstreaming as a strategy emerged from the evolving experience gained

from the “Women and Development” and “Gender and Development” approaches during the 1980s, which brought unsatisfactory results in achieving gender equality (UNDP, 2015).

2.3 Review of Non-Governmental Organization

An NGO is a voluntary grouping of individuals or organizations which is autonomous and not-for-profit sharing; organized locally at the grassroots level, nationally or internationally for the purpose of enhancing the legitimate economic, social and /or cultural development or lobbying or advocacy on issues of public interest or interest of a group of individuals or organizations (URT, 2001). NGO is any non-profit, voluntary citizens' group which is organized on a local, national or international level, task-oriented and driven by people with a common interest (Kimani, 2014). At the same time, non-profit organizations are key contributors, which make great efforts to achieve social harmony and economic prosperity as they play significant roles in the provision of welfare in societies (McMurray *et al.*, 2010). In addition, Chen (2013) argues that non-profit organizations place more emphasis on social responsibilities as the most important mission. Also NGO is a collection of people working in a coordinated manner to achieve a common purpose (Ngeh, 2013).

2.4 Organizational Policies and Procedures

Marume (2016) defined policy as a guide of action or statement of goals that should be followed in an institution to deal with a particular problem or phenomenon or a set of problems of phenomena. “General directives on the main lines of action to be followed” was termed to be policy by Eneanya (2010). Baker (1975) uttered policy as “a mechanism employed to realize societal goals and to allocate resources”. Policies adopted by NGOs for the sake of gender mainstreaming are gender policy, sexual harassment policy and

parental leave policy (Moser and Moser, 2005). Organizational procedures are the nitty gritty of the policy thus outlining what has to be done to implement the policy. Staffing is that part of the process of management which is concerned with obtaining, utilizing and maintaining a satisfactory and satisfied work force (Raghuram, 1994). In addition staffing is among the managerial functions which involve filling and keeping filled, the positions in an organization structure (Raghuram, 1994). Moreover, staffing is the process by which the organizations look for the people who best match the job description of an available position in the company (Ricchio, 2010). Being able to hire the right person for the job helps to maximize the potential of personnel in performing his/her role in the organizations (SNSW, 2009).

Gender training in NGOs is very important in sensitising individuals to issues of gender inequality. Moser and Moser, (2005) suggested that gender training has potential to build commitment to put gender policies into practice. According to Tiessen (2005), gender training and workshops have some impact on the organization's ability to mainstream gender. Moreover, Wendoh and Wallace (2005) added that gender training can convince staff to mainstream gender if achieving gender equality is not a clear goal set out in their strategic plan. Furthermore, Kirima (2012) made known that gender training increases awareness about gender issues and play the role in creating a gender-sensitive institution.

An advocacy gender mainstreaming campaign is a set of actions targeted to create support for an organization's gender policy (UN Women, 2012). United Nation Women added that human rights defenders around the world are working to advocate for the protection of female and male from all forms of gender-based violence at working places. Advocacy for gender mainstreaming is closely linked with the elimination of discrimination, which in turn, is necessary to achieve full equality between male and female (Reis, 2016).

Moreover, Reis mentioned the elements of advocacy for gender mainstreaming which include interventions in official meeting, high level debates, and hosting events.

Kirima (2012) argued that through advocacy, the participants can get actively involved in creating change related to equality and safety in institutions. Furthermore, Wango (2001) revealed that gender advocacy creates awareness at different levels on gender issues. Wango added that advocacy for gender brings understanding, change in attitude and behaviour on gender issues and concerns. It culminates in educating, sensitising, and informing all participants on gender issues.

2.5 Resources Allocation on Gender Mainstreaming

A number of studies have determined that the capacity of human resources particularly gender focal point in organization needs attention. Osagi (2018) revealed that the major role of a gender focal point is to support gender mainstreaming by advocating, advising and supporting professional staff and monitoring and reporting on progress through the use of / support from consultants or external specialists, dissemination of information and competence development through training and seminars. Mehra and Gupta (2006) argued that the role of gender focal points is to act as resource persons, complementing and supplementing the work of gender specialists, thereby extending more widely the outreach of a gender unit within an organization. There is a shortage of human resource capital which is needed for successful integration of gender mainstreaming (Tiessen, 2005).

Financial resources are specific budgeting/funding for operationalization and implementation of the gender policy, gender mainstreaming and gender equality activities, staff capacity building with regard to gender (Wassenaar, 2006).

In order to ensure that there is equality between men and women through the gender mainstreaming initiatives, resources should be allocated at all levels for democratic and demand-responsive approaches (Ndari, 2014).

The purpose of channeling resources towards gender mainstreaming is to raise awareness and build the capacity of people in order for them to overcome the obstacles of development (Mathu, 2016). Allocating enough resources towards gender mainstreaming is partially demonstrated by bringing on board the under-represented groups which in most cases is women. This will enable them to take part in decision-making and ensure that they are truly part of the change process (Kimani, 2014). Human and material resources form an integral part of implementing gender mainstreaming. Scarcity and lack of proper allocation has a negative impact because at the end, results will not represent the real situation on the ground (Ndari, 2014).

2.6 Organizational Culture on Gender Mainstreaming

Organizational culture is defined as beliefs, values, behavioral, norms, attitudes that exist in an organization and that are taught to incoming employees (Zubair, 2015). The cultural institutions, beliefs and practices undermine women or men's autonomy and contribute to gender discrimination such as patriarchy has been influenced by culture through division of labour as it refers to work done by men and women that is divided according to sex (Espey, 2010). The work performed by men is valued differently as compared to that performed by women since men's work is recognized and valued as work by payment, status or political power, while work performed by women is seen as natural and in most cases is less remunerated or given status (Vlassoff and Moreno, 2002).

The value of work refers to the value placed on tasks, differs between the work that women and men do and role is associated with a set of behavior which creates different access to resources and benefits (Boughelaf, 2012). The problem with women is not only the lack of participation in the development process as equal partners with men but their participation generates and intensifies inequalities, making use of existing gender hierarchies to place women in subordinate positions at each different level of interaction between class and gender (Portier and Schwartz, 2007). An example of the direct one is when some internal or external job advertisements states that only a specific gender in this case men, can be considered as candidates (Singh, 2006). This is direct discrimination that is explicit and is not related to a candidate's potential, ability or merit. The intention of the employer is assumed to have been directed by some form of cultural beliefs (Singh, 2006).

Beliefs takes place when a requirement or condition is applied equally to men and women; however the condition has the effect that in practice it disadvantages a much larger proportion of women than men in the course of employment, recruitment and promotion (Kapur and Duvvury, 2006; Moser and Moser, 2005). Equal employment opportunity advocates that organization do not have any discrimination against any employee on the basis of gender during recruitment and selection, training and development and promotions (Jie Shen *et al.*, 2009). Due to growing trend of women participation in the labour force, there is a need to develop employee's policies that should be family supportive flexible working hours to encourage the female participation in the workforce (Fakhar, 2013). The popularity of work-life balance practices is now increasing in all the organizations around globe (Ismail, 2008).

The work-life balance practices advocates that there should be a healthy balance between the individual's work at the workplace and at home (Irfan, 2009). There are different forms of harassment at workplace, but sexual harassment got most attention however other forms of harassment are also common at workplace (Richman *et al.*, 1999). Working women have to face a number of societal barriers to join a profession and the organizations have to take preventive measures by implementing the human resources policies regarding sexual harassment cases (Fitzgerald, 1997; Irfan 2009; Fakhar, 2013).

2.7 Policy Framework

This study relied on Tanzania national policy on women development and gender of 2000 and Tanzania national policy on NGOs of 2001.

2.7.1 The national policy on women development and gender

The Women Development Policy was developed in 1992 and replaced in February 2000 by the National Policy on Women Development and Gender, with increased focus on gender (URT, 2005). NEEC (2016) noted that in February 2000, the National Sub-Program for Women's and Gender Advancement was approved as a national strategy to implement the Beijing Platform of Action. The National Sub-Program for Women's and Gender Advancement addresses 4 out of the 12 critical areas of concern identified in the Beijing Platform for Action, namely: enhancement of women's legal capacity; economic empowerment of women and poverty eradication; enhancement of women's political full participation in the development process (URT, 2005) empowerment and decision-making; and women's access to education, training and employment.

The broad objective of the National Policy on Women Development and Gender is to guide sectors and institutions to ensure that gender competent plans and strategies are

developed. The National Policy on Women Development and Gender places emphasis on gender equality (URT, 2005) As concerns strategies for equal opportunity in employment, the National Policy on Gender Women Development and Gender recommends the presence of gender disaggregated data in all employment areas and basing employment on merits (URT, 2005). The policy has reasonable and well planned broad objective, therefore there is the higher need of identifying the level of achievements and the challenges that have been attained and facing respectively since its implementation in 2000

2.7.2 The national policy on non-governmental organizations

The United republic of Tanzania promulgated the national policy for NGOs in 2001 following the increase of NGO activities from 1985 when major political, social and economic reforms were introduced (URT, 2001). Some of the NGOs deal with gender, human rights, environment, advocacy and participatory development (URT, 2001). The overall objective of the Policy is to create an enabling environment for the NGOs to operate effectively and efficiently in the social and economic transformation of the country (URT, 2001). The policy focuses on providing an operational definition of NGOs, provide a broad framework for legal and institutional arrangements to facilitate the operations of NGOs of Tanzania, put in place registration procedures which are transparent, decentralized and which will facilitate better coordination of NGOs while safeguarding the freedom of association, strengthens the relationship between the Government and the civil society (URT, 2001). Moreover, enhances mechanism for collaborative relations between NGOs and the government, funding agencies and other stakeholders, facilitates mechanisms for government support to NGOs (URT, 2001). Furthermore, promotes transparency, accountability and awareness among NGOs themselves, the Government and other stakeholders and to facilitate exchange and flow of

information on NGOs activities in order to maximize utilization of resource and also share experiences or research findings (URT, 2001). The policy shows the presence of the NGOs nation Coordination Board and Registrar of NGOs in the ministry/office responsible for NGOs coordination. The NGOs National Board is responsible to assist NGOs in putting forward their different concerns to the public, Government and the International community (URT, 2001).

The National NGO Bodies, NGO Umbrellas individual NGOs, networks as well as NGO Resource Centres shall equally be at liberty to publish directories and produces publications of their constituents, clients and members. All Local and International NGOs shall be required to produce activity reports. These reports shall be made available to the public, National Bodies of NGOs, the Government and other stakeholders for use on request (URT, 2001). All NGOs, Local and International, shall be required to make available annual financial and audited report to the Registrar's office and other stakeholders. Each NGO must have a physical address, a sign post and whenever possible notice board displaying its activities. The Government will continue to exempt NGOs from Value Added Tax (VAT) under existing tax laws so as to promote efficiency and accountability of the NGOs and make a maximum contribution to the country development process (URT, 2001). The policy is implemented under NGOs Act of 2002 (URT, 2002). The policy is well written with realistic regulations but to what extent this policy has been adhered by NGOs in Tanzania calls for investigation to be carried out.

2.8 Theoretical Framework

Theory is an ordered set of assertions about a generic behavior or structure assumed to hold throughout a significantly broad range of specific instances (Wacker, 1998). Theory is a group of rationally arranged laws or relationships that define a discipline, and

seeks to clarify a problem, describe revolutionary elements of a phenomenon, or provide predictive utility in a systematic way (Mouza, 2018). This study was underpinned by two major theories namely expert-democratic model and alternate approach theory because the two theories integrate all the elements necessary for effective gender mainstreaming in organizations.

2.8.1 Expert-democratic model

Expertise-democratic model was proposed by Walby (2005). The fundamental idea of this model is that gender mainstreaming lies in the middle of democracy and expertise. This is a process of developing a more inclusive democracy by improving gendered democratic practices and on the other hand, the process is represented as one of efficiency and expertise carried out by the normal policy actors with a specially developed toolkit (Kirima, 2012). Walby (2005) conceptualized gender mainstreaming as a process of gender democratization, of including women and their own perceptions of their political interest and political projects into policy making processes. It is also seen as a process by which various actors get a voice with them. Once the political goal of mainstreaming gender equality has been set, the process can be effectively implemented by technocrats and bureaucrats within stated policy frameworks (Kirima, 2012). An alternative to polarizing 'expertise' and 'democracy' is to see them as entwined in contemporary practice, for example, in gender budgeting, the process invokes "expertise" rather than one of "gendering democracy" but in practice the process usually involves both. This model is important in this study because it clearly shows that gender mainstreaming requires both expertise and democracy to be successful.

2.8.2 Alternate approach model

The Alternate approach model was proposed by Gupta and Mehra (2006) grounded in the fundamental ideas that gender mainstreaming implementation requires new perspectives and the generation of new information and knowledge, new and different ways of looking at and employing current methodologies for the purpose of improving operations (Kirima, 2012). This refers to refocusing gender mainstreaming in operations based on the experiences of implementation. Therefore, alternate approach model advocates that gender mainstreaming can be successful if policies and strategies are re-examined (Gupta and Mehra, 2006). Alternate approach model requires being very strategic at all stages of the development process. Initially, it requires being strategic in selecting the development issue on which to work (Gupta and Mehra, 2006). It requires identifying and acting on strategic opportunities that are likely to yield tangible results to people "on the ground" It implies working on high priority development issues (Mungania, 2017).

A significant advantage of this approach is that it helps order priorities for gender-based input and intervention all along the development process or operation in order to achieve the broader development goals (Kirima, 2012). It is helpful for gender experts also to have specialized sector or issue based knowledge, such sector specific expertise can help the gender expert gain credibility with sector specialists and determine a strategic and practical course of action or set of actions that are likely to yield the desired results (Mungania, 2017). Once a course of action has been determined in line with the broader operational goals, gender expertise is needed to provide hands-on "technical assistance" on the "how to" of mainstreaming to staff. Gender experts are also needed to design monitoring and evaluation systems and to document outcomes (Mungania, 2017).

2.9 Empirical Studies

Kusakabe (2005) studied gender mainstreaming in government offices in Thailand, Cambodia and Laos. The study examined the ways in which gender concerns had been mainstreamed into government activities. In the three countries studied, at the national level there was gender mainstreaming structures in place, including gender focal points, national machinery for the advancement of women, gender units and gender policy. The study concluded that at the national level gender mainstreaming is well implemented. Wendoh and Wallace (2005) looked at re-thinking gender mainstreaming in African NGOs and communities. The study examined gender mainstreaming initiatives in four countries (Zambia, Rwanda, Uganda and Gambia). These countries were found committed to the Beijing Platform of Action (1995) with creation of gender ministries, focal points and women concerns raised in governance and human rights. The study concluded that at the implementation level people gave higher priority to other activities and graded gender issues at a lower level because of misconception (s).

Rao and Kelleher (2005) carried out a study on whether there is life after gender mainstreaming. The study sought why change was not happening, what works and what is next. The study pointed out that while women have made gains in the last decade, policies that successfully promote women's empowerment and gender equality are not institutionalized in the day-today routines of state. There is a need for new approaches to address discrimination in employment, wages, and food security and to support welfare services that structure opportunities for women that hold systems accountable and allow learning on the part of women and men. Implication of the study was based on work towards gender equality which needs to change inequitable social systems and institutions.

Implementation of gender mainstreaming depends on many factors which determine its effectiveness and progress as was showed by the study of Kirima (2012) in Kenya which aimed to establish the contextual factors affecting gender mainstreaming implementation in the public sector. The study revealed that strength of gender mainstreaming strategies, gender policy and understanding of gender policy affect gender mainstreaming positively. Moreover, Chen and Sun (2013) conducted a study in Sweden aimed to investigate the factors that influence gender equality in non-profit organization. The study revealed that organization's culture, management and government's efforts are factors having impacts on achieving gender equality in the target organization.

Furthermore, the study of Mungania (2017) in Kenya investigated the determinant of gender mainstreaming in development projects with reference to Compassion International assisted projects. It was revealed that written gender equality policy, socio-cultural practices and historical factors are determinants of gender mainstreaming. Implementation of gender mainstreaming in organizations is measured by considering different indicators. Ahmed (2012) conducted a research in Bangladesh focused upon the contemporary process of gender mainstreaming in NGOs sector a case study of two NGOs, BRAC, and Shushilan. Ahmed intended to see the position of female staff in terms of number as a lens of measuring gender mainstreaming implementation. The study revealed that female participation in terms of number was very negligible among regular staff as well as in decision-making level.

Implementation of gender mainstreaming is faced by many problems and challenges as indicated by Webster (2006) who discussed gender mainstreaming in Jamaica. The study revealed problems facing gender mainstreaming in the country including lack of coordination, systematic approach to gender mainstreaming process, lack of follow up

and no government commitment. Also concept of gender mainstreaming is evidently not fully understood, technocrats and policy makers though trained do not see gender as something that should be integrated in their core job functions and seriously cash-strapped budget. Moreover, Mannel (2012) conducted a research in South Africa about the relationship between gender policy and practice in South African organizations and its effects. The study findings pointed that practitioners are not powerless implementers of policy, but rather use gender policy strategically in their practice by adopting, transforming and manipulating policy frames in a range of different tactical manoeuvres to suit their own objectives.

The studies recommended on the essential requirements for an effective and efficient gender mainstreaming thus include, commitment at all levels from political will downwards (Webster, 2006), systematic indicators to monitor and evaluate gender mainstreaming (Mannel, 2012), capacity building including training of national machinery staff and technical officers in the public sector to carry out appropriate gender policy analysis (Kirima, 2012). Moreover, gender monitoring check list and a national policy on gender mainstreaming (Mungania, 2017), gender mainstreaming manual, coordinated and structured approach to gender mainstreaming (Ahmed, 2012) and a more responsive media and support from faith-based organizations and other groups (Chen and Sun, 2013).

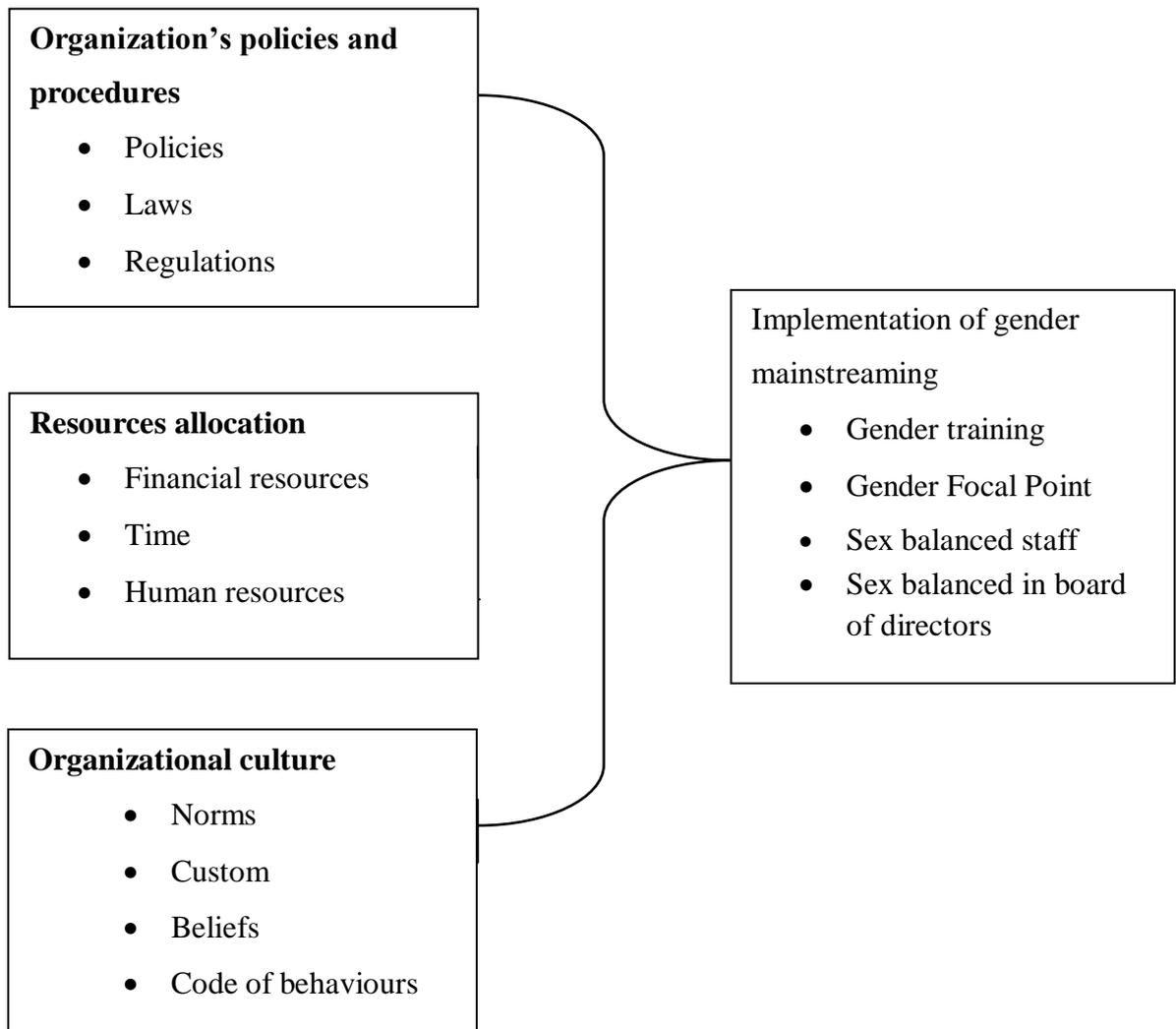
2.10 Summary of Empirical Studies and Research Gap

The cited studies (Kusakabe, 2005; Wendo and Wallace, 2005; Kelkar, 2005; Webster, 2006; Kirima, 2012; Mannel, 2012; Ahmed 2012; Chen and Sun, 2013 and Mungania, 2017) discussed gender mainstreaming in different scope and context. None of the reviewed studies have empirically revealed implementation of gender mainstreaming in

the workplace of NGOs in Tanzania context. Nevertheless, in East Africa, little was discussed by Kirima (2012) and Mungania (2017) on public sector and projects respectively. Furthermore, only Ahmed (2012) among the cited studies attempted to investigate gender mainstreaming in NGOs in Bangladesh which has different socio-economic as well as cultural differences compared to Tanzania. The weakness of the Ahmed's study lied on only two NGOs and excluded other important factors for gender mainstreaming such as organizational culture and organizational procedures. Also the study involved qualitative approach only with 15 respondents and two gender experts of two NGOs. In addition, his study based on the number of women in decision making only and did not consider gender training, gender balanced staff, gender balance in decision making and gender focal person as the measurement of implementation of gender mainstreaming in organizations. Therefore, to fill the gap, this study was greatly motivated by the gross absence of comprehensive empirical studies on implementation of gender mainstreaming in the workplace of NGOs in Tanzania context.

2.11 Conceptual Framework

The conceptual framework implied that implementation of gender mainstreaming in NGOs depend on organizational policies and procedures, resources allocation such as funds, time and human resources for gender mainstreaming. It also depends on practices of organizational culture like norms, custom, beliefs and code of behaviours. In this study, implementation of gender mainstreaming in NGOs focused on gender training, Gender Focal Point, sex balanced staff and sex balance in decision making particularly in top decision making level (board of directors).

Independent variable**Dependent variable****Figure 1: Conceptual Framework****Source:** Researcher conceptualization (2019)

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

This chapter describes study area, research design, target population, sampling procedures, sample size, methods for data collection and data analysis, ethical considerations pertaining to the research, reliability and validity of the research

3.1 Description of the Study Area

Dar es Salaam is one of the 31 administrative regions in Tanzania with five districts which are Ilala, Temeke, Ubungo, Kigamboni and Kinondoni (URT, 2017). The study was conducted in Dar es salaam Region due to the fact that it is the region with the most NGOs (874) in Tanzania (URT, 2018). Other regions which have many NGOs include Morogoro (280), Tabora (204) and Shinyanga (141). Ilala Municipality was selected due to its strategic location whereby NGOs are centred distributed compared to Kinondoni Temeke, Ubungo and Kigamboni (URT, 2018).

3.2 Research Design

The design of the study was cross-sectional research because it is quick and effectively utilizes limited resources of time and fund (Levin, 2006). The design allows data collection to be done at a single point in time (Pandis, 2014). It is also very useful for descriptive purposes and the data that were collected using this design were used to determine relationships between different variables of focus in this study (Kothari, 2004; Saunders and Thorn, 2009).

3.3 Population, Sampling Procedure and Sample Size

This section describes target population of the study and how the respondents were selected for the study and the number of respondents participated in the research.

3.3.1 Study population

Study population is all the individuals or units of interest (Hanlon, 2011). Similarly, Ali (2014) argued that population is an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. In this study the population was all male and female staff of selected NGOs in Ilala Municipality.

3.3.2 Sampling procedure

The study applied a simple random sampling technique, purposive sampling technique and convenience sampling technique. Basically, simple random sampling was used to select NGOs from the list of all NGOs operating in Ilala Municipality. The reason of using simple random sampling technique was to give every NGO equal chance of being selected as indicated in Table 1.

Convenience sampling technique was used to select Organizations' staff depending on their convenient availability for the study. Purposive sampling technique was used depending on the sex of the respondent (female or male). Key informants were selected purposively depending on the administrative positions they hold in the NGOs whether gender focal points, human resources managers or executive directors. The important of key informants were to provide detail information about the NGOs. The important of convenience sampling technique and purposive sampling techniques were to ensure collection of reliable information from right respondents respectively.

Table 1: List of NGOs for the study

	Name of NGO	Specialization
1	Academic Star Award Foundation	Education
2	African Organic Network	Agriculture
3	Al nmaa Society	Economic empowerment
4	Amend Foundation	Road safety
5	Building a Meaningful Future Foundation	Environmental conservation
6	C-Sema	Child protection
7	Community Development Trust Fund	Education
8	Fahari Tuamke Maendeleo	Child protection
9	Forum for African women Educationalist	Education for girls
10	Guluka Kwalala Youth Environment Group	Environmental Conservation
11	Hidaya Tul Islamily	Child protection
12	Kibwena Community Development	Social Empowerment
13	Lauren Education Promotion Centre	Education
14	Legal Aid and Development for Happy Community Organization	Legal aids
15	Management Science for Health	Health
16	Msimamo Youth Educators	Education
17	Pamoja Entrepreneurship Support for Community	Economic empowerment
18	Sanitation and Water Action	Water services
19	Smiling kids Foundation	Child protection
20	Tanzania Action for Disabled	Health
21	Tanzania Albinism Society	Health
22	Tanzania Alliance for Biodiversity	Agriculture
23	Tanzania Cancer Society	Health
24	Tanzania Coalition on Debt and Development	Economic empowerment
25	Tanzania Environmental and Educational Organization	Environment Conservation
26	Tanzania Organic Movement Agriculture	Agriculture
27	Tanzania Women Laywers Association	Legal aids
28	Tanzania Young Leaders	Youth Development
29	Tanzania Youth Development Organization	Youth Development
30	The Environmental Protection and Development Arc Tanzania	Environmental conservation

Source: Ilala Municipality (2019)

3.3.3 Sample size

A sample is a subset of the individuals in a population (Hanlon, 2011). In this study the sample size was sixty (60) respondents of which 30 were male and 30 were female 30. In addition, 30 key informants participated in this study. The sample size of 60 adhered to the statistical principles as it is noted that regardless of the population size, a sample size of 30 is the bare minimum for studies in which statistical data analysis is to be done (Bartlett et al., 2001). According to Bailey and Mouton (1998), a sample size of 30 is said to be the minimum sample for data collection. Furthermore, according to Maas and Joop (2005), a sample size of at least 30 is reasonably sufficient in social science research studies to ensure normal distribution of the sample mean.

3.4 Types of Data, Data Collection Methods and Tools

This section illustrates types of data collected, methods of data collection and the instruments applied to collect data.

3.4.1 Primary data

Quantitative data were collected through survey method using a questionnaire that was self administered to organizations' staff. The questionnaires were hand delivered and completed questionnaires were collected immediately after the respondents completed to fill in and sometimes after a few days. Both open- ended and closed questions were used. Questions were clearly phased in order to make clear dimension along with respondent to understand. With regard to open-ended questions, space was provided for respondents to express their feeling. Closed-ended questions were used to ensure that the given answers were relevant. A questionnaire collected information on the organizational procedures, resource allocation and attitude of personnel on organizational culture towards gender mainstreaming in NGOs. Generally, a questionnaire is an appropriate tool for collecting

quantitative data in social science research (Kombo and Tromp, 2006). Furthermore, it is very cost effective (Roopa and Rani, 2012).

Qualitative data was collected through semi-structured interview method using interview checklist as the tool which was administered to NGOs' key informants who were human resources managers, Focal Gender Points and executive directors. Collected Information was including organizational policies, laws and regulations, financial resources and plans of NGOs for gender mainstreaming.

3.4.2 Secondary data

Data were obtained through reviewing the NGOs documents. The data included organization's gender policies, allocation of financial resource, number of male and female staffs in NGOs and number of male and female in board of directors. The secondary data supplemented the primary data and helped to make inference on study's objectives and dependent variable.

3.5 Data Analysis Procedure and Methods

This section describes the data analysis procedures and the methods used for analyzing the data per objective.

3.5.1 Data analysis procedure

The researcher sorted, edited, coded and entered primary data collected so as to ensure that errors and points of contradiction were eliminated. Quantitative data for each research question were also tabulated for purposes of providing the researcher with a comprehensive picture of how the data were to look like and also assisted the researcher in identifying patterns. For reliable analysis, SPSS version 21.0 was used to analyze data

using descriptive statistics. The results were presented with frequencies, means and percentages.

Qualitative data collected from key informants were analyzed using content analysis (CA). Data were broken down into smallest meaningful units of information or themes. The results from this analysis were presented in themes as per the study's objectives. Subsequently, corroboration of the results was used to link the study with latest relevant research studies.

3.5.2 Methods of data analysis

Objectives 1, 2, 3, 4 and 5 were analysed descriptively using frequencies and percentages. Objective 3 numbers were assigned to categories of responses which ranged from "strongly disagree" (1), "disagree"(2), "neutral"(3), "agree"(4), to "strongly agree"(5). As the categories move from one to the next such as from strongly disagree to disagree, the value increases by one unit. The study assumed that Likert- type scales have equal units as the categories move from negative to positive and composite scores were computed (mean for central tendency).

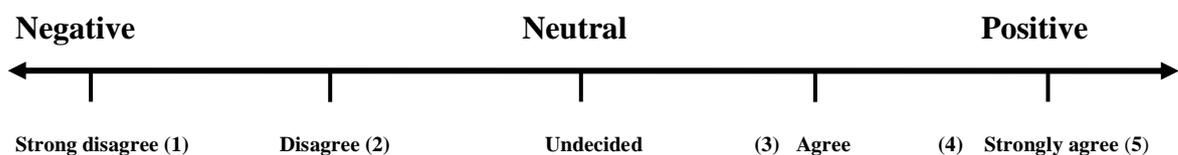


Figure 2: Likert rating scale for personnel attitudes

Objective 5 Scores levels were assigned to identify the level of gender mainstreaming implementation to categories which ranged from to "None"(00% – 19%), "Very low"(20% - 39%), "Low"(40% - 59%), "Moderate"(60% - 79%) and "High" (80% - 100%).

The study assumed that the categories have equal units as the categories move from none to high a Scores levels were assigned to identify the level of gender mainstreaming implementation to categories which ranged from to "None"(00% – 19%), "Very low"(20% - 39%), "Low"(40% - 59%), "Moderate"(60% - 79%) and "High"(80% - 100%). The study assumed that the categories have equal units as the categories move from none to high as indicated on Table 2.

Table 2: Score level of implementation of gender mainstreaming

Score %	Implementation level
00-19	None
20 -39	Very low
40 -59	Low
60-79	Moderate
80 -100	High

Source: Researcher's conceptualization (2019)

3.6 Ethical Considerations

The research adhered to Sokoine University of Agriculture's research ethics and code of conduct throughout the study. The ethical principle governing this research was adhered to confidentiality principle and participants were asked for their informed consent. The study applied for research permit from Sokoine University of Agriculture, Dar-es-Salaam regional Commission's office, Ilala district commission's office and Ilala

municipal director's office. The information basing on the permit and aims of this study was transmitted to particular NGOs to set-up arrangement for data collection. During data collection the right to participate voluntarily and the right to withdraw at anytime was adhered so that the individual was not being coerced into participation. During data analysis and interpretation, the researcher protected the anonymity of individuals. In writing and disseminating, the research language or words that are biased against persons because of gender was totally ignored. The potential of suppressing, falsifying or inventing findings to meet a study's need were absolutely not applied.

3.7 Reliability and Validity of the Study

Reliability is defined as the degree to which the finding is independent of accidental circumstances of the research (Chen and Sun, 2013). It means that other people may obtain the same finding if they go through the same research process. In order to ensure the reliability and validity of the findings the study employed triangulation of different sources of information by examining evidence from the source and used it to build a coherent justification.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSIONS

This chapter presents the results and discussions of the study to answer the research questions as derived from the objectives.

4.1 Response Rate, Demographic and Socio-economic Characteristics of the Respondents

The section presents the response rate, demographic and social characteristics of the respondents.

4.1.1 The response rate of respondents

The response rate of respondents implies the expected number of respondents and the actual number of respondents who participated in the study.

Table 3: Response rate of respondents

Respondents	Expected	Frequency	Percent
Male	30	30	50.0
Female	30	30	50.0
Total	60	60	100

All the 60 questionnaire copies distributed to NGOs staff members were correctly filled out and returned. In addition, key informants were interviewed. Erdener *et al.* (2005) and Kirima (2012) argued that a response rate of 50 percent is adequate, a response rate of 60 percent is good and a response of 70 percent is very good. Therefore, the response rate of respondents for this study was 100 percent which implied that data was collected from all intended respondents with a brilliant magnitude.

4.1.2 Socio-demographic characteristics of the respondents

The socio-demographic characteristics of respondents collected data for the study were age, sex, educational level, marital status, work experience and economic occupation.

4.1.2.1 Sex of respondents

Sex is simply means the fact of belonging to either the male or female category basing on the reproductive functions. The study collected data from respondents of different sex. The results in (Table 4) show that 50% of the respondents were male and 50% of respondents were female. According to the findings it was indicated that data was free from sex prejudice.

4.1.2.2 Age of respondents

Age implies the length of time (years) that a person has lived since he/she was born. It was found that 15% of the respondents were aged between 20 and 29 years, while 48% were aged between 30 and 39 years followed by 28% of respondents ranged between 40 and 49 years and lastly 8.3% of respondents were aged between 50 and 59 years. The study intended to collect data from respondents of different age groups so as to get relevant information since different age groups have different experiences in gender issues. According to (URT, 2013) supported by Laiser (2016) revealed that the age group from 15 to 64 years is regarded as the productive age group. Therefore, the majority of the respondents in the workplaces of NGOs were in productive age group, and have being playing the great roles in mainstreaming gender.

4.1.2.3 Educational level

The number of respondent's years attended formal education lead to a certain level of education. The results in (Table 4) show that 56.7% of respondents were first degree

graduates followed by 21.7% of respondents were secondary schools leavers, diploma 8.3%, master's 6.7%, primary education 3.3% while post graduate diploma and Doctor of Philosophy (PhD) were 1.7% and 1.7% respectively. Majority of respondents were educated with formal education which implied that they had comprehensive knowledge on gender mainstreaming.

4.1.2.4 Marital status of respondents

Marital status is the state of being married or not married. About 70% of respondents were married while 30% of respondents were not married. This implies that the majority of respondents were married. Nevertheless, married and not married respondents showed different attitude in viewing, perceiving and reacting on gender mainstreaming.

4.1.2.5 Working experiences of respondents

Working experience is the number of years the respondents have being working in the same organisations and it was found that 71.7% of respondents had experience of 1-5 years, followed by 20% respondents reported to have 6-10 years, 8.3% of respondents had experience of 11 years and above. It was indicated that majority of respondents had 1-5 years of working experiences in NGOs and hence have been engaging in gender mainstreaming in NGOs for a rational period .

Table 4: Respondents' socio-demographic characteristics (n=60)

Variable	Category	Frequency	Percent
Age group	20-29	9	15.0
	30-39	29	48.3
	40-49	17	28.3
	50-59	5	8.3
Sex	Male	30	50.0
	Female	30	50.0
Educational level	Primary Education	2	3.3
	Secondary Education	13	21.7
	Diploma	5	8.3
	Degree	34	56.7
	Post graduate Diploma	1	1.7
	Masters	4	6.7
Marital status	PhD	1	1.7
	Married	42	70.0
	Not married	18	30.0
Years of experience	1-5 year	43	71.7
	6-10 years	12	20.0
	11+ years	5	8.3

4.2 Extent of Availability of Organizations' Policies and Procedures for Gender

Mainstreaming

The subsection bases on the results and discussion on the extent of availability of organizational policies and procedures relating to gender mainstreaming as the strategy for gender equality.

4.2.1 Availability of organizations' policies for gender mainstreaming

According to this study policies was specifically mean a definite course of action adopted by NGOs for the sake of gender mainstreaming. The research established that 53.3% of

the respondents revealed that their NGOs have gender policy that affirms a commitment to gender mainstreaming and have an operational plan for gender integration that include clear allocation of responsibilities and time for monitoring and evaluation of the policy. Moreover, 61.7% of respondents reported that their NGOs have sexual harassment policy that affirms a commitment to unethical behaviours.

Maternity leave policy was reported by all respondents available for 100% and well implemented compared to 76.7% of paternity leave policy. According to research findings, it was revealed that in case of parental leaves NGOs favoured female personnel than male personnel. The findings were supported by opinions of most key informants, for example key informant reported that:

“...Our organization is very reactive to maternity leave since mothers are the ones who take care of the baby born including breast feeding compared to men....” (Key informant, Ilala ward, 7th January, 2019).

More considerations are put on female including the number of leave days which is 90 days unlikely male who normally receive 3 days.

Table 5: Extent of availability of organizational policies and procedure (n=60)

Policies and procedures	F	Percent
Organizational gender policy	32	53.3
Sexual harassment policy	37	61.7
Maternity leave policy	60	100
Paternity leave policy	46	76.7
Recruitment of organizational staffs considering their gender	22	36.7
Conduction of gender awareness training to staffs	36	60.0

4.2.2 Availability of organizations' procedures for gender mainstreaming

Organizational procedures are the nitty gritty of the policy thus outlining what has to be done to implement the policy.

4.2.2.1 Staffing in non-governmental organizations

Staffing is one the most important managerial function which helps in obtaining and fulfilling various positions in the organizations with most suitable and capable persons. The respondents of the study were required to respond to the question which asked whether their organizations recruit staffs considering the sex of a person as one of the key factor. The study found that 36.7% of respondents reported that their organizations hire workers by considering the sex of the person (Table 5). The study identified special positions at which gender factor was considered such as personal secretary, the position which favor female than male. The finding was supported by most of key informants, for example one of human resource manager reported that:

“.... It is just the notion that secretariat positions are for female, we have never received any application for the position of personal secretary from male. I think there is the need of people to change the way of perceiving and see that personal secretary is for all male and female....” (Key informant, Gongolamboto ward, 9th January, 2019).

On the other hand, 63.3% of respondents reported that their organizations do not consider sex as one of the qualifications for a person to be recruited. Basing on the study finding, it was revealed that NGOs were struggling to provide equal employment opportunities regardless of the sex of applicant, however in some positions like personal secretary and drivers sex of the an applicant was the key determinant.

4.2.2.2 Gender training in non-governmental organizations

According to this study, gender training implied an important tool for creating gender awareness and sensitizing individuals in the NGOs. The study found that 60% of respondents reported that their organizations conduct gender training. The NGOs conduct gender training independently and sometimes as a joint venture with other NGOs. The findings in (Table 5) were confirmed by opinions of most key informants who were interviewed for example:

“... We provide gender training to our staff in collaboration with other national and international NGOs which specifically deal with gender...” (Key informant, Gongolamboto ward, 9th January 2019).

However, 40% reported that they had never received gender training for the time they have been working with their organizations. The major reason to why gender training was not provided was mentioned to be lack of special budget for gender training. The same reason was stated by key informants for example one of them reported that

“...We have not managed to conduct gender training in our organization due to shortage of funds which made it difficult to allocate funds to cover the expenses of the trainings....” (Key informant, Kivukoni ward, 10th January 2019).

Generally, the study revealed moderate (64.7%) availability of organizational policies and procedures relating to gender such as organizations' gender policy, maternity leave policy, paternity leave policy and sexual harassment policy and gender awareness training.

4.3 The Quantity of Resource Allocation for Gender Mainstreaming

The quantity of resources allocation for gender mainstreaming including human resource (gender focal Point) and financial resources is revealed by this study.

4.3.1 Gender Focal Point and Gender Unit/department

In respect to this study gender focal point is a special person whose major role is to support the NGOs' senior managers to carry out their responsibilities to implement gender mainstreaming. Gender Focal Point and department position is linked to promotion of gender balance, work and life issues, harassment including sexual harassment and a gender sensitive work environment.

The study found out that 86.7% of respondents reported that their organizations have neither gender focal point nor gender department. The major reason to why they are lacking gender focal point / department was said to be shortage of funds to hire a gender focal point. The finding was confirmed by key informants, for example one director reported that:

“....We hired few personnel so as to minimize the cost, so having a gender unit and more specifically with a gender focal point means increasing the organizational cost of salaries and for running the NGO” (Key informant, Kivukoni ward, 10th January, 2019).

However, 13.3% of respondents reported that their NGOs had a gender focal point. In addition, none of the NGOs had more than two gender focal points. It was revealed that the gender focal point were assigned with other responsibilities and combined in different departments such as “access to justice and gender”, “research, advocacy and gender”, “monitoring, learning and gender”. Although gender is the cross-cutting issue, but there is

a need of making gender as special unit with committed and well trained staff who can deal with all gender matters in a more comprehensive manner. The study's findings concur with the study of Mannell (2012) who found that gender-focal points are placed in decentralised departments and also located within a specialised team within large organisations with significant numbers of staff while in smaller NGOs practitioners are often tasked with multiple responsibilities and gender is combined with other development areas such as advocacy, health, AIDS or education.

4.3.2 Financial resources

According to this study, financial resources are specific budget necessary for systematic and sustainable implementation of gender mainstreaming in organizations to cover the expenses of gender consultants or external specialists, training and seminars. It was found that 96.7% of respondents reported that their organizations did not allocate funds for gender mainstreaming. The findings were supported by majority of directors and human resources managers who confirmed that organizations did not allocate funds due to shortage of funds as well as lack of gender focal point or department. One of respondent narrated that:

“.... Our organization has no gender focal point or department and therefore we did not allocate funds for gender mainstreaming” (Key informant, Tabata ward, 8th January, 2019).

Similarly,

“.... We are facing shortage of funds because our organization's main source of funds depends on donors, so we have not managed to allocate funds for gender mainstreaming....” reported key informant from Chanika ward, 18th January, 2019).

Nevertheless, 3.3% of respondents reported that their NGOs allocated funds for gender mainstreaming. The amount of funds allocated for gender mainstreaming for only one NGO in the year 2018 was 35% of the total organizational budget. Basing on the findings most of NGOs do not allocate funds for gender mainstreaming which lead to slow systematic and sustainable implementation of gender mainstreaming in NGOs to cover the expenses of gender consultants or external specialists, inadequate and irregular gender training and seminars. The findings correspond with the studies (Webster, 2006; Kirima, 2012 and Mungania, 2017) revealed that there is no seriously budget for gender mainstreaming in most organizations.

4.4 Attitude of Personnel on Organization culture to Gender Mainstreaming

This study sought to assess the attitude of personnel on organizational culture towards gender mainstreaming as indicated on Table 6.

Table 6: Attitudes of personnel on organizational culture towards gender mainstreaming (n=60)

Variable	Categories	Mean
Norm	Job descriptions include gender skills requirement	2.68
Custom	There is active participation of male and female in regular meeting	4.53
	The organization places the same value on the way male and female work	4.52
	Female works are recognized and paid the same like male's works	4.50
Belief	The organization is female friendly	4.63
	The organization is male friendly	4.82
Code of behaviours	Gender issues are seriously and discussed openly by both male and female staff	4.22
	The organization addresses sexual harassment	4.37
Grand mean		4.28

4.4.1 Norms

In respect to this study, norms are right actions binding upon the organization's personnel and serving to guide, control or regulate proper and acceptable behaviours. The respondents were asked whether the job descriptions for all professional positions include skills requirement related to gender. The study found that majority of respondents disagrees (mean = 2.68). Staffs were reported to have negative attitude on including gender skills in job descriptions. The findings were supported by opinions of most of key informants, for example one of respondent reported that:

“... We don't include gender skills in job descriptions because we believe gender is a cross cutting issue and we assume that every person has knowledge on gender....”(Key informant, Gombolamboto ward, 9th January, 2019).

It was revealed beyond reasonable doubt that gender skills was not among the necessary requirement for professional positions in NGOs. The findings corresponded with the studies (Hannan, 2000; Dawson, 2005 and Ahmed, 2012) both discovered that gender requirement was not included in job descriptions and advertisement in NGOs. Exclusion of gender skills requirement in job descriptions and advertisements slow down the progress of implementation of gender mainstreaming.

4.4.2 Custom

A custom is a cultural idea that describes a regular, patterned way of behaving that is considered characteristic of life in a social system such as shaking hands upon meeting. Moreover, custom are actions that are done regularly by organization's personnel. The study found that there was positive attitudes (Mean=4.53) on the statement that male and female personnel actively participate in regular meeting of the NGOs. The finding

was confirmed by opinions of most key informants for example, a human resource manager reported that:

“... Actually in the past years male were active than female but now the world has changed, I always see both male and female participate equally and actively in our organization’s regular meetings....” (Key informant, Kariakoo ward, 17th January, 2019).

The act of male and female personnel to participate actively in organization’s regular meetings is an important progress for the implementation of gender mainstreaming.

Moreover, most of respondents reported to have positive attitudes (Mean=4.52) on the statement that organizations place equal value on the way that male and female tend to work. However, the study observed that there are specific positions such as field officers particularly in areas with poor roads, hills, shrubs, not accessible by car rather than motorcycle, male were preferred to female due to safety and security reasons. Female were preferred on positions such as personal secretary and accountant as it was explained by key informants that female are more faithful than male for example a human resource manager argued that

“... We always prefer male on muscular works because of their energy while female for accountancy and secretarial works because of their faithfulness....”
(Key informant , Ilala ward, 7th January, 2019).

Furthermore, respondents had positive attitude (Mean=4.5) on whether female staff works are recognized and valued as male’s. The findings were supported by opinions of most key informants as one of human resource reported that:

“.... Our organization pays basing on the nature of a position and qualifications of an employee regardless of whether a male or female....” (Key informant, Gerezani ward, 16th January, 2019).

This implies that hardworking, abilities, skills, academic qualifications determine the amount of payment personnel deserve. According to the findings of this study, it is termed that gender mainstreaming has achieved a valuable and potential step since personnel are now not recognized, valued and paid in sex preference conditions.

4.4.3 Beliefs

According to this study, belief is the state of mind in which a person thinks something to be the case regardless of empirical evidence to prove that something is the case with factual certainty. Specifically, beliefs complies the confidence, faith and trust organization’s personnel have towards the organization culture. The study found that respondents had positive attitudes (Mean=4.82) on the statement that the organization culture is male friendly and (Mean=4.63) on the statement that the organization is friendly to female. The findings were also revealed by most of key informants for example an executive director reported that:

“.... Our organization is friendly to both male and female because we provide equal opportunities on employment, working environment, promotions and benefits....” (Key informant , Kivukoni ward, 11th January, 2019)

Basing on the findings it was revealed that favourable gender mainstreaming also needs favourable working conditions

4.4.4 Code of behaviors

According to this study code of behaviors are generally accepted rules governing how personnel behave in the organization. The study found that respondents had positive attitudes, agreed (Mean=4.22) on the statement that gender issues are taken seriously and discussed openly by both male and female staff in the organizations. The findings were confirmed by most of key informants for example, an executive director said that:

“.... Our organization has the tendency of discussing gender issues in regular meetings as to remind ourselves what should be done and what should not be done....” (Key informant, Pugu ward, 18th January, 2019)

Moreover, respondents reported to have positive attitude at which they agreed (Mean=4.37) on the statement that the organizations encourage and reinforce gender sensitive behavior, prevent and address sexual harassment. It was also confirmed by key informants, for example one of human resource manager said that:

“.... Our NGO has policies and laws which strongly refute having a sexual relationship among personnel...”. (Key informant, Kivukoni ward, 14th January, 2019).

Similarly,

“....Currently, there is no any sexual harassment case which has been reported and therefore we live and work as family and respect to each other....” reported by key informant from Ilala ward, 15th January, 2019).

These imply that most NGOs have stepped in promulgating policies and laws which help to prevent and address sexual harassment, create conducive and friendly working environment to every staff for the betterment of individual performance and development of the organizations. Generally the study confirmed that personnel have positive attitudes with (Mean=4.28) the organizational culture towards gender mainstreaming.

The practices of organizational culture including norms, custom, beliefs and code of behaviors were favorable and supportive on the effectiveness of gender mainstreaming implementation in NGOs

4.5 Sex Proportion of Personnel in the Organizational Structures of NGOs

The study aimed to assess the sex ratio of male and female staff and members of board of directors which is the top decision making entity.

4.5.1 Sex balanced staff

Sex balanced staff implies equal number of male and female staff in the particular NGO. Figure 2 indicates that, the total number of 200 male (54.5%) compared to 167 female (45.5%). Basing on the findings it was revealed that there was staff sex imbalance since male staff was more in number compared to female.

4.5.2 Sex balance in board of directors

Number of male and female consisting organizations' board of directors making the top decisions of the organizations. Results in (Figure 2) show that male were 104 in total number (54.2%) compared to female who were 88 in total number (45.8%). Base on the findings it was revealed that there was gender disparity in board of directors since male board members were more in number compared to female.

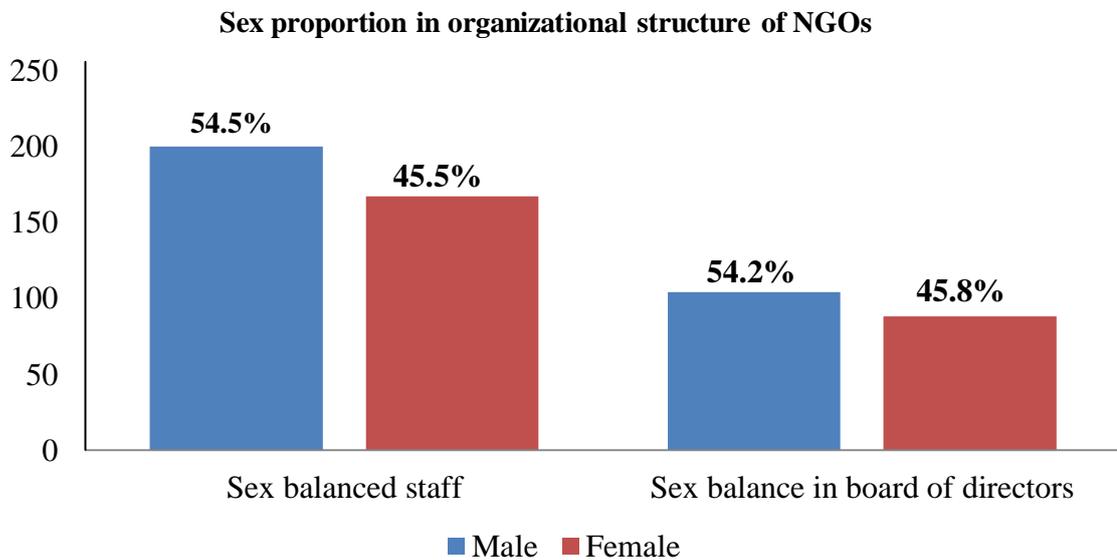


Figure 3: Sex proportions in organizational structure of NGOs

Sex proportions in the organizational structures of NGOs revealed the existence of sex imbalance as male were confirmed to be more than female. The study findings correspond with (Hannan, 2000; Dawson, 2005; Rao and Kelleher, 2005; Chen and Sun, 2013; Kirima, 2012; Ahmed, 2012, and Mungania, 2017) found that there is gender disproportion between male and female in NGOs. There is the need of continuous efforts for gender mainstreaming in order to accomplish the full potential of its goal

4.6 Level of Implementation of Gender Mainstreaming in Workplace of NGOs

According to the analytical framework along with the operational definition of the gender mainstreaming implementation in terms of Gender training, Gender Focal Point, Sex balanced staff and Sex balance in board of directors. Scores levels were assigned to identify the level of gender mainstreaming implementation to categories which ranged from to "None"(00% – 19%), "Very low"(20% - 39%), "Low"(40% - 59%), "Moderate"(60% - 79%) and "High"(80% - 100%).

Table 7: Implementation Levels of Gender Mainstreaming in NGOs

Variables	Percent	Level of implementation
Gender training	60	Moderate
Gender Focal Points	13	None
Sex balanced staff	91	High
Sex balance in board of directors	91.6	High

The results (Table 7) revealed that the level of gender training was moderate with (60%), gender focal points was none with (13%), sex balanced staff was high with (91%) and sex balance in board of directors was high as well with (91.6%). Generally, it was found that the level of implementation of gender mainstreaming in NGOs was moderate level which is a good step in the progress of gender mainstreaming in NGOs though there is the need of continuous efforts for effective implementation of gender mainstreaming in general.

CHAPTER FIVE

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The concept of gender mainstreaming in the workplace is a very crucial issue especially in NGO sector as NGOs are ambassadors for gender mainstreaming in Tanzania. Based on this study the following conclusions are derived from the findings.

Average availability of organizational policies relating to gender such as organization's gender policy, maternity leave policy, paternity leave policy, sexual harassment policy and organizational procedures such as gender awareness training is the reflection of seriousness and commitment of NGOs to implement gender mainstreaming since the gender policies and procedures are necessary for transforming gender mainstreaming strategy into practices.

The act of many NGOs lacking a gender focal point and a gender unit led to delay for a thorough and sustainable implementation of gender mainstreaming in organizations because there were no gender focal points to support gender mainstreaming by advocating, advising and supporting professional staff and monitoring and reporting on progress through the use of / support from consultants or external specialists, dissemination of information and competence development through training and seminars. Moreover, the act of NGOs not allocating funds for gender mainstreaming made the expenses of gender consultants or external specialists, gender training and seminars not be planned and be covered as required.

The attitude of personnel on organizational culture towards gender mainstreaming was generally positive which confirms acceptability and consideration of gender mainstreaming as an important and necessary strategy which needs supportive environment and positive perceptions for its effective implementations in the workplace of organizations.

It is concluded that regardless of the efforts made by NGOs in mainstreaming gender but still sex proportions in the organizational structures of NGOs revealed existence of sex imbalance in terms of number of staff and the number of members of the board of directors since male were confirmed to be more than female and therefore calls for more continuations efforts towards implementation of gender mainstreaming.

Generally, it is concluded that the level of implementation of gender mainstreaming in NGOs was average which implied that it is a good step in the progress of gender mainstreaming in NGOs though there could be high implementation level regarding the time interval of 24 years since gender mainstreaming strategy for promoting gender equality was officially endorsed in 1995.

5.2 Recommendations

Basing on study's findings and conclusions, the following recommendations are suggested to different gender mainstreaming actors including policy makers, Ilala Municipality and NGOs.

(a) Recommendation to policy makers

Ministry of health, community development, Gender, Elderly and Children is recommended to review the National Policy on Women Development and Gender so as

include Gender Focal Points as the necessary gender competent plan and strategy to be developed in all sectors, institutions and NGOs.

(b) Recommendation to Ilala municipality

Ilala municipal council under the department of community development is recommended to closely monitor, co-operate, remind and encouraging NGOs to implement gender mainstreaming through annual meeting with NGOs' representatives and through public private partnership.

(c) Recommendations to non-governmental organizations

Organizational gender policies and procedures create the foundation for proper implementation of gender mainstreaming. Therefore, it is recommended that NGOs should promulgate gender policies, provide sufficient and frequent gender training in order to sensitize staff to mainstream gender.

For a thorough and sustainable implementation of gender mainstreaming in the workplace of organizations, it is recommended to employ or appoint from among the staff a gender focal point whose major roles will be to support gender mainstreaming by advocating, advising and supporting professional staff. In addition, monitoring and reporting on progress through the use of/support from consultants or external specialists, dissemination of information and competence development through training and seminars.

Moreover, it is recommended to allocate specific and adequate budgeting / funding for gender mainstreaming activities.

It is recommended that positive attitude of personnel on organizational culture towards gender mainstreaming should be preserved through frequent gender trainings for effective implementations of gender mainstreaming since gender mainstreaming requires people to have positive attitudes so as to foster its implementation.

It is recommended that special measures for disadvantage sex depending on the nature of NGO should be taken by NGOs in order to promote sex balance in the organizational structures in all managerial level from the lowest to the top decision making board.

It is recommended that NGOs should plan for high level of implementation of gender mainstreaming) which will correlate with the maturity of gender mainstreaming since it was globally endorsed in 1995 as the strategy for promoting gender equality in NGOs, governments and International Organizations.

5.3 Contributions to knowledge

The primary aim of this study was to assess the implementation of gender mainstreaming in NGOs. So far most of studies on gender mainstreaming in NGOs focused on how projects and programmes' beneficiaries at the community level are integrated in the NGOs' projects. This study shifted the focus to the personnel rather than projects beneficiaries. This study has contributed to the body of knowledge by providing empirical evidence on gender mainstreaming implementation in the workplace of NGOs in Tanzania. This study challenges expert- democratic model by recommending to involve other staff who are not gender experts in implementing gender mainstreaming since gender mainstreaming is not a task of gender experts only. In addition, this study challenges alternate approach model that re-examining policies and strategies only can make gender mainstreaming to attain its goal, therefore there is a need of being

committed to allocate adequate fund for implementation of gender mainstreaming in NGOs.

5.4 Suggestions for Further Research

As the consolidation of this study, the following research areas are suggested

- i. Longitudinal research design on gender mainstreaming in NGOs in Tanzania.
The future study will provide empirical findings to evaluate gender mainstreaming
- ii. Assessment of the effectiveness of Tanzania national policy on women development and gender. The future study will provide empirical findings on reliability and validity of the policy and if it is needed to be re-examined

REFERENCES

- Ahmed, M. (2012). Gender mainstreaming in non-governmental organizations. A study on BRAC and Shushilan. Dissertation for Award of MSc Degree at North South University, Dhaka, Bangladesh, 163pp.
- Ali, D. A. (2014). Nursing intervention for management of patients with dyspnea at emergency units in Baghdad Hospitals. *American Journal of Nursing Research* 2(3): 38 – 43.
- AWID (2014). *New Actors, New Money, New Conversations. Mapping the Current landscape and Potential Resources for Women's Rights. Results and analysis.* Association for Women's Rights in Development, Toronto. 16pp.
- Bailey, D. K. and Mouton, J. (1998). *Methods of Social Science Research.* The Free Press Collier Macmillan Publisher, London. 43pp.
- Baker, R. (1975). *Public Policy Development: Linking the Technical and Political Processes.* John Wiley and Sons, New York. 89pp.
- Bartlett, J. E., Kotrlik, J. W. and Higgins, C. C. (2001). Organizational research: Determining appropriate sample size in survey, information Technology. *Learning and Performance Journal* 19(1): 43 – 50.
- Beall, J. (2010). Decentralization women's rights and poverty. Learning from India and Caribbean development bank. Gender in the context of disaster risk reduction. *Economics and Finance Journal* 3(18): 34 – 41.

- Boughelaf, J. (2012). *Women of the Egyptian Revolution*. Credendum Associates, Cairo. 78pp.
- Chen, Z. and Sun, B. (2013). Gender equality in non profit organizations: Dissertation for Award of MSc Degree at University of Gavle, Sweden, 69pp.
- Daly, M. (2005). *Gender Mainstreaming in Theory and Practice*. Social Politics, Oxford. 70pp.
- Dawson, E (2005). Strategic gender mainstreaming in Oxfam: Mainstreaming a critical review. *Journal of Gender and Development* 13(2): 80 – 89.
- Eneanya, A. N. (2010). *Policy Research, Analysis and Effective Public Policy-Making in Nigeria*. Concept Publications Ltd., Lagos. 156pp.
- Erdener, K., Ekrem, T. and Veysel, K. (2005). An analysis of the factors affecting the adoption of electronic commerce before SMEs. Evidence from an emerging market. *Journal of International Marketing Review* 22(6): 623 – 640.
- Espey, J. (2010). *Twin Track Gender Mainstreaming*. Theory and Practice, Prague. 83pp.
- European Institute for Gender Equality (2016). *Gender Mainstreaming: Tools and Methods*. European Union, Luxembourg. 123pp.
- Fakhar, S., Zahid, I. and Muhammad, G. (2013). Impact of organizational culture on employees job performance: An empirical study of software houses in Pakistan. *Journal of Business Studies Quarterly* 5(2): 1 – 9.

- Fitzgerald, L., Drasgow, F., Hulin, C., Gelfand, M. and Magley, V. (1997). Antecedents and consequences of sexual harassment in organizations: a test of an integrated model. *Journal of Applied Psychology* 82(4): 578 – 589.
- Food and Agriculture Organization (2017). Guide to mainstreaming gender in FAO's project cycle. *Journal of Research Studies in Management* 2(1): 53 – 62.
- Food and Agriculture Organizations (2011). *Mainstreaming Gender into Project Cycle Management in the Fisheries Sector*. Food and Agriculture Organizations, Bangkok. 103pp.
- Gupta, R, G. and Mehra, R. (2006). *Gender Mainstreaming: Make it Happen- Alternate Approach Model Supportive of Mainstreaming in Development Operations*. International Centre Research on Women, Toronto. 36pp.
- Hafner, B. and Pollack, S. (2002). Mainstreaming gender in the European Union: *Journal of European Public Policy* 7: 17 – 28.
- Hanlon, B. and Larget, B. (2011) Sample and populations. [<http://www.stat.wisc.edu/~st571-1/03-samples-4.pdf>] site visited on 08/03/2019.
- Hannan, C. (2000). *From Concept to Action: Gender Mainstreaming in Operational Activities. A Review*. United Nation Development Programme, New York. 15pp.
- Irfan, S. M., Hussain, T. and Yousaf, I. (2009). Organizational culture: Impact on female employees' job performance. *Journal of Quality and Technology Management* 5(2): 1 – 16.

- Ismail, M. and Ibrahim, M. (2008). Barriers to career progression faced by women gender in management: *An international Journal* 23(1): 51 – 66.
- Jie, S., Ashok, C., Brian, D. and Manjit, M. (2009). Managing diversity through human resource management: An international perspective and conceptual framework. *The International Journal of Human Resource Management* 20(2): 235 – 251.
- Kapur, A. and Duvvury, N. (2006). *A Rights-based Approach to Realizing the Economic and Social Rights of Poor and Marginalized Women*. International Centre of Research on Women, Washington DC. 66pp.
- Kimani, R. N. (2014). The effect of budgetary control on effectiveness of non-governmental organizations in Kenya. Dissertation for the Award of MSc Degree at University of Nairobi, Kenya, 70pp.
- Kirima, L. K. (2012). Contextual factors affecting gender mainstreaming in the public sector: Ministry of education, Eastern Province, Kenya. Thesis for Award of PhD Degree at Kenyatta University, Nairobi, Kenya, 195pp.
- Kombo, D. and Tromp, K. (2006). *Proposal and Thesis Writing*. Pauline's Publications, London. 5pp.
- Kothari, C. R. (2004). *Research Methodology. Methods and Techniques*. New Age International Publishers, Jaipur, India. 418pp.

- Kusakabe, K. (2005). Gender mainstreaming in government offices in Thailand, Cambodia and Laos: Perspectives from below. *Oxfam GB Gender and Development* 13(2): 46 – 56.
- Laiser, T. J. (2016). Land tenure systems and conflicts in rural smallholder communities of Mvomero district, Tanzania. Dissertation for the Award of MSc Degree at Sokoine University of Agriculture, Morogoro, Tanzania, 112pp.
- Lentisco, A. and Arenas, C. M. (2010). *Mainstreaming Gender Into Project Cycle Management in Fisheries Sector*. Food and Agriculture Organization, Bangkok, 90pp.
- Levin, K. A. (2006). Study design III: Cross-sectional studies. *Evidence-Based Dentistry Journal* 7: 24 – 25.
- Maas, C. J. and Joop, J. H. (2005). Sufficient Sample Sizes for Multilevel Modeling. *Methodology journal* 1(3): 86 – 92.
- Mannel, C. J. (2012). Practising gender: Gender and development policy in South African organizations. Thesis for the Award of PhD Degree at Gender Institute of the London School of Economic, London, United Kingdom, 269pp.
- Marume, S. B. (2016). Public policy and factors influencing public policy. *International Journal of Engineering Science Invention* 5(6): 6 – 14.
- Mathu, K. J. (2016). Determinants of gender mainstreaming in constituency development fund projects in Kenya: A case of South Imenti constituency. Dissertation for Award of MSc Degree at University of Nairobi, Kenya, 75pp.

- McMurray, A. J., Pirola, M. A., Sarros, J. C. and Islam, M. M. (2010). Leadership, climate, psychological capital, commitment, and wellbeing in a non-profit organization, *Leadership and Organization Development Journal* 31(5): 436 – 457.
- Moser, A. and Moser, C. (2005). *Gender Mainstreaming Since Beijing: A Review of Success and Limitation in International Institutions*. Oxfam Publications, London. 43pp.
- Mouza, M. (2018). What is theory. [<https://orcid.org/0000-0003-1370-5029>] site visited on 7/3/2019.
- Mtunge, R. A. and Makaya, S. O. (2016). Role of non-governmental organizations leadership in the implementation of community development projects in Arumeru District, Tanzania. *International Journal of Scientific and Technology* 5: 78 – 86.
- Mungania, P. K .and Luketero, S. W. (2017). Determinants of gender mainstreaming in non-governmental organisations’ projects in Meru County: A case of compassion international assisted project. *International Academic Journal of Information Sciences and Project Management* 2(2): 181 – 198.
- NACONGO (2018). United Republic of Tanzania National council of non governmental organizations.[http://www.mcdgc.go.tz/index.php/affiliations/the_national_council_of_ngos_nacongo] site visited on 20/04/2018.

- Nake, M. K. and Catherine, R. (2012). *The Global Problem of Gender Inequality: The world Post*. Berggruen Institute, Los Angeles. 101pp.
- National Economic Empowerment Council (2016). *Gender Mainstreaming Guidelines, Promoting Under Equality and Women Economic Empowerment*. National Economic Empowerment Council, Dar es Salaam. 38pp.
- Ndari, J. M. (2014). Challenges facing implementation of gender mainstreaming in selected government ministries in Nairobi County, Kenya. Dissertation for Award of MSc Degree at University of Nairobi, Kenya, 100pp.
- Ngeh, D. B. (2013). Non-governmental organizations and rural development in Nigeria. *Mediterranean Journal of Social Sciences* 4(5): 107 – 112.
- Office of the Special Adviser on Gender issues and Advancement of Women (2018). Job description for a gender focal point within the United Nations Secretariat on [<http://www.un.org/womenwatch/osagi/gmfpdrafttors.htm>] site visited on 20/02/2019.
- Pacha, M. and Banda, S. (2013). Gender issues in project management: A subtlety. *International Journal of Research Studies in Management* 2(1): 53 – 62.
- Pandis, N. (2014). Cross-sectional studies. *American Journal of Orthodontics and Dentofacial Orthopedics* 146(1): 127 – 129.

- Porter, F. and Sweetman, C. (2005). Editorial. *Journal of Gender and Development* 13(2): 2 – 10.
- Portier, J. and Schwartz, D. (2007). Filling the translation policy in gender mainstreaming. *Journal of Environmental Health Perspective* 115(4): 609 – 615.
- Raghuram, S. (1994). Linking staffing and training practices with business strategy: A theoretical perspective. *Human Resource Development Quarterly* 5(3): 237—252.
- Rao, A. and Kelleher, D. (2005). Is there life after gender mainstreaming? *Oxfam Gender and Development* 13(2): 57 – 69.
- Reis, S. K. (2016). How to advocate for women’s right. [<https://www.dianova.ngo/advocacy-articles/how-to-advocate-for-womens-rights>] site visited on 20/02/2019.
- Riccio, S. (2010). *Staffing Management Instructor’s Manual*. Hudson College, New York. 21pp.
- Richman, J. A., Rospenda, K. M., Nawyn, S. J., Flaherty, J. A., Fendrich, M., Drum, M. and Johnson, T. P. (1999). Sexual harassment and generalized workplace abuse: Prevalence and mental health correlates. *American Journal of Public Health* 89: 358 – 363.

- Roopa, S. and Rani, M. S. (2012). Questionnaire designing for a survey. *The Journal of India Orthodontic Society* 469(4): 273 – 277.
- Saunders, M., Lewis, P. and Thornhill, A. (2009). *Research Methods for Business Students*. (5th Ed), FT Prentice Hall, Harlow. 614pp.
- Singh, N. (2006). *Women's Participation in Local Water Governance. Understanding Institutional Contradictions. Gender, Technology and Development*. Eastern Publishers, New York. 73pp.
- State of New South Wales (2009). Organizational policies and procedures [https://sielearning.tafensw.edu.au/MCS/CHCAOD402A/chcaod402a_csw/knowledge/policies/policies.htm] site visited on 19/02/2019.
- Tanzania Gender Networking Programme (2006). Gender mainstreaming in development policies and programmes. *Proceeding of Tanzania Gender Networking Programme Workshop*, Dar es Salaam, Tanzania, 11 May, 2006. pp. 1 – 24.
- Tiessen, R. (2005). Mainstreaming gender in HIV/AIDS programs: Ongoing challenges and new opportunities in Malawi. *Journal of International Women's studies* 7(1): 1 – 18.
- True, J. and Mintrom, M. (2001). Transnational networks and policy diffusion: The Case of Gender Mainstreaming. *Journal of International Studies Quarterly* 45(1): 27 – 57.

- Ujeyo, S. M., Kigige, A., Nabunya, K. and Peter, N. (2017). Gender issues in project planning and management. *Programmes and Projects Management World Journal* 6(6): 1 – 13.
- UNDP (2015). *Manual for Trainers: Gender Equality and Gender Mainstreaming*. United Nation Development Programme, New York, USA. 20pp.
- United Nation (2002). *Gender Mainstreaming an Overview*. United States of America, New York. 38pp.
- United Nation Women (2016). *Mapping Study on Gender and Extractive Industries in Mainland Tanzania*. United Nation Women, Dar es Salaam. 96pp.
- United National Development Programme (2016). *From the Millennium Development Goals to Sustainable Development for All Lesson from 15 Years of Practice*. United National Development Programme, New York, USA. 92pp.
- United Republic of Tanzania (2002). *The Non- Government Organizations Act of 2002*. Government Printers, Dar es Salaam, Tanzania. 19pp.
- United Republic of Tanzania (2005). *National Strategy for Gender Development*. Ministry of Community Development, Gender and Children, Dar es Salaam, Tanzania. 76pp.
- United Republic of Tanzania (2001). *The National Policy on Non Governmental Organizations*. Vice President's Office, Dar es Salaam, Tanzania. 9pp.

United Republic of Tanzania (2004). *Employment and Labour Relations Act of 2004*. Government Printers, Dar es Salaam, Tanzania. 84pp.

United Republic of Tanzania (2005). *The Constitution of the United Republic of Tanzania 1977*. Government Printers, Dar es Salaam, Tanzania. 89pp.

United Republic of Tanzania (2011). *Country Report on the Millennium Development Goals 2010*. Government Printers, Dar es Salaam, Tanzania. 75pp.

United Republic of Tanzania (2013). *Basic Facts and Figures on Human Settlements; Tanzania Mainland 2009*. Government Printer, Dar es Salaam, Tanzania. 91pp.

United Republic of Tanzania (2017). Population projection. [<http://nbs.go.tz/nbstz/index.php/english/statistics-by-subject/population-and-housing>] site visited on 18/4/2018.

Vlassoff, C. and Moreno, C. (2002). Placing gender at the centre of health programming: challenges and limitations. New York. *Journal of Social Science and Medicine* 54(11): 1713 – 1723.

Wacker, J. G. (1998). A definition of theory: Research guidelines for different theory-building research methods in operations management. *Journal of Operations Management* 16: 361–385.

- Walby, S. (2005). Gender mainstreaming. productive tensions in theory and practice social politics. *Journal of International Studies in Gender, State and Society* 12(3): 321–343.
- Wassenaar, N. (2006). *Incorporating Gender into Your Non-Governmental Organization*. Network Learning Organization, Amsterdam. 31pp.
- Webster, F. (2006). *Gender Mainstreaming: Its Role in Addressing Gender Inequality in Jamaica*. University of the West Indies, Caribbean, 120pp.
- Wendoh, S. and Wallace, T. (2005). Re-thinking gender mainstreaming in African non-governmental organizations and communities. *Gender and Development* 13(2): 70 – 79.
- Zubair, H. and Ponnu, A. (2015). The influence of organizational culture on performance management. *International Journal of Accounting and Business Management* 3(1): 1 – 11.

APPENDICES

Appendix 1: Operational definitions of variables

Variable	Operational Definitions	level of Measurements	Units of Measurements
Age	Numbers of years since one was born.	Ratio	Actual years
Sex	Biological being male or female.	Nominal	1 = Male 2 = Female
Education	Number of years one attended formal education.	Ratio	Actual years
Marital Status	Fact of someone being married or not	Nominal	1=Married. 0 = Not married
Experience	Years since joining an organization	Ratio	Actual years

Objectives	Variables	Operational definition	Level of measurement	Unit of measurement
Extent of availability of organizations' policies and procedures	Institutional gender policy	A definite course of action adopted by an organization for the sake of integrating gender	Nominal	1 = Don't have 2 = Have
	Sexual harassment policy	A clear course of action which emphasizes the commitment of an organization to maintain a workplace environment free from sexual harassment		
	Parental Leave policy	A course of action by an organization to set up a paid or unpaid parental leave		
	Staffing	Recruiting organization's personnel considering gender factor		
	Gender training	Developing in personnel skills and knowledge for useful competence on gender mainstreaming		
Quantity of	Human	Gender Focal Points	Ratio	Actual number

Resources allocation	resource	for implementing gender mainstreaming in organization	Interval	1= 1 - 25% 2= 26- 50 % 3= 51- 75% 4= 76- 100%
	Financial resource	Percent of organization budget allocated for gender mainstreaming		
Attitude of personnel on organizational Culture to gender mainstreaming	Norms	The right actions binding upon the organization's personnel and serving to guide, control or regulate proper and acceptable behaviours	Ordinal	1= Strongly disagree; 2= Disagree; 3=Neutral; 4= Agree 5=Strongly agree
	Custom	Action that is done regularly by organization's personnel		
	Beliefs	Confidence, faith and trust organization's personnel have towards the organization		
	Code of behaviours	Generally accepted rules governing how personnel behave in the organization		
Gender proportions in organizational structures	Gender balanced staff	Equal number of female and male employed in NGOs	Ratio	Actual number
	Gender balance in board of directors.	Equal number of female and male consisting organization decision making management committee (board)		
Level of Gender Mainstreaming Implementation	Implementation Level	The extent at which gender mainstreaming has transformed into practices	Ordinal	80-100% = High 60-79% =Moderate 40-59% = Low 20-39%= Very low 00-19% = None

Appendix 2: Questionnaire for organizations' staffs

SOKOINE UNIVERSITY OF AGRICULTURE
COLLEGE OF SOCIAL SCIENCE AND HUMANUTIES
DEPARTMENT OF POLICY PLANNING AND MANAGEMENT

Questionnaire for organizations' staffs
ASSESSMENT OF IMPLEMENTATION OF GENDER MAINSTREAMING
IN THE WORKPLACE OF NON GOVERNMENTAL ORGANISATIONS
IN ILALA MUNICIPALITY, TANZANIA

By

Paul William

M.A. (Project Management and Evaluation) Student

E-mail: williampaul25@rocketmail.com, Mobile Phone: 0782435153

S/n	Name of organization
Date	Ward
Starting time	Position of staff
Ending time	Staff's contact number

Preamble

My name is William Paul, a postgraduate student from Sokoine University of Agriculture, pursuing Master of Art in Project Management and Evaluation. I am conducting research which aims *to assess the implementation of gender mainstreaming in the workplace of non-government organisations in Ilala municipality, Dar es salaam, Tanzania*. Therefore, I am specifically collecting data which will be used for academic purpose only. I would like to assure you that the information that you will give out are confidential and hopeful you will get the feedback after few months.

General Instructions: Kindly respond by ticking or writing briefly where required

Section A: Background Information

1. State your sex:

(i) Male (ii) Female

2. What is your age in years?

3. What is your highest level of education?

4. What is your marital status?

(i). Married (ii) Not married

5. How many years have you worked in your Organisation?

Section B: Organizational Policies and Procedures.

This section focuses on the availability of organization's policies and procedures. Please indicate its status; **1= NO 2 = YES**

	Statement	1	2
6	Does your organization have a gender policy that affirms a commitment to gender mainstreaming?		
7	Does your organization have sexual harassment policy that affirms a commitment to unethical behaviours?		
8	Does your organization have Maternity leave policy?		
9	Does your organization have paternity leave policy		
10	Does the organization recruits staffs by considering their sex		
11	Does the organization conduct gender awareness training to staffs		

Section C: Human and Financial Resources

(i). Human resources

This section focuses on level and extent of gender mainstreaming in hiring considerations and human resources matters.

14. Is there a person or department responsible for gender in your organization?

(i) Yes (ii) No

If yes, how many persons are responsible?

(ii). Financial resources

This section focuses on the level of the resources in your organization that are budgeted specifically for gender mainstreaming.

15 Does the organization systematically and consistently allocate funds (budget) for gender mainstreaming? 1= NO 2= YES

If YES, What is the amount budgeted for the year 2018?

Section E: Attitude of Personnel on Organizational Culture

This section focuses on the attitude of personnel on the level of gender sensitivity in the culture of your organization. Indicate the perception on the organization culture.

1= Strongly disagree 2= Disagree 3=Neutral 4= Agree 5=Strongly agree

Statements	1	2	3	4	5
16. Job descriptions for all professional positions include skills requirement related to gender.					
17. There is active participation of male and female staff in regular meetings of the organization.					
18. The organization places equal value on the way that male and female staff work					
19. Women’s work are recognized and valued as work by payment and status as compared to men.					
21. The organization’s office is female friendly.					
22. The organization’s office is male friendly.					
20. Gender issues are taken seriously and discussed openly by men and women in your organization					
24. The organization encourages and reinforces gender sensitive behaviour and procedures to prevent and address sexual harassment.					

25. What do you think the organization should do much more than it is currently doing to institutionalize gender mainstreaming?

.....

THANK YOU VERY MUCH FOR YOUR PARTICIPATION

Appendix 3: Interview guide for organizations' key informants

SOKOINE UNIVERSITY OF AGRICULTURE
COLLEGE OF SOCIAL SCIENCE AND HUMANUTIES
DEPARTMENT OF POLICY PLANNING AND MANAGEMENT

Interview guide for organizations' key informants
ASSESSMENT OF IMPLEMENTATION OF GENDER MAINSTREAMING
IN THE WORKPLACE OF NON GOVERNMENTAL ORGANISATIONS
IN ILALA MUNICIPALITY, TANZANIA

By

Paul William.

M.A. (Project Management and Evaluation) Student

E-mail: williampaul25@rocketmail.com Mobile Phone: 0782435153

S/n	Name of organization
Date	Ward
Starting time	Position of key informants
Ending time	contact number

PREAMBLE

My name is William Paul, a postgraduate student from Sokoine University of Agriculture, pursuing Master of Art in Project Management and Evaluation. I am conducting research which aims to *assess the implementation of gender mainstreaming in the workplace of non-government organisations in Ilala municipality, Dar es salaam, Tanzania*. Therefore, I am specifically collecting data which will be used for academic purpose only. I would like to assure you that the information that you will give out are confidential and hopeful you will get the feedback after few months.

Interview Guide Questions

1. How do you organize and manager gender training on staffs
2. Does your organization consider gender skills as one of qualification when recruiting staff for all professional positions?
3. What is the amount of financial resources your organization allocates on gender mainstreaming per year?
4. How does your organization encourage and reinforce gender sensitive behaviour and procedures to prevent and address sexual harassment?
5. Are gender issues taken seriously and discussed openly by men and women in your organization?
6. Which work of men or women does your organization places higher value and less value?
7. What is the rate of participation of female and male in regular meetings in the organization?
8. What more does your organization plan to do than what is currently doing to institutionalize gender mainstreaming?

THANK YOU VERY MUCH FOR YOUR PARTICIPATION

Appendix 4: Checklist for collecting secondary data

SOKOINE UNIVERSITY OF AGRICULTURE
COLLEGE OF SOCIAL SCIENCE AND HUMANITIES
DEPARTMENT OF POLICY PLANNING AND MANAGEMENT

Checklist for secondary data

ASSESSMENT OF IMPLEMENTATION OF GENDER MAINSTREAMING
IN THE WORKPLACE OF NON GOVERNMENTAL ORGANISATIONS
IN ILALA MUNICIPALITY, TANZANIA

By**Paul William.****M.A. (Project Management and Evaluation) Student****E-mail: williampaul25@rocketmail.com Mobile Phone: 0782435153**

S/n	Name of organization
Date	Ward

Checklist

1. What is the total number of personnel in the organization?
2. What is the total number female personnel in the organization?
3. What is the number of male in the overall organizational decisions making board?
4. What is the number of female in the overall organizational decisions making board?
5. What is the amount of financial resources the organization allocated on gender mainstreaming in the year 2018?