

Contribution of NGO's functions to Empowerment of Women in Shiraz, Iran

Hedayat Allah Nikkhah, Mostafa Zhairinia

Department of social science- Hormozgan University-Bandar-e Abbas- Iran
hnik2003@yahoo.com, mozan54@yahoo.com,

Abstract: Millions of women living in developing countries constitute 70 percent of the world's 1.3 billion poor (ILO, 2000). Despite many international agreements affirming women's rights, women are still have more limited access than men to property ownership, credit, training and employment. Gender-based inequalities lead women to lower economic, political and social status, particularly in Asian countries. This study seeks to investigate the contribution of NGO's function to the empowerment of women. This study measures two levels of women's empowerment: individual and collective (community) empowerment. Data are collected from eleven women's NGOs with one hundred and ninety five (195) women who supported by these NGOs in Shiraz. This study used the quantitative approach to answer the objectives of study. The results revealed that NGOs have affected on women's empowerment. The finding of this study has important implications for developing of empowerment particularly women in Iran. As result showed, the women empowered individually and collectively as they involved in NGOs activities. This result will help the women to realizing themselves, and finding their situation at the society.

[Hedayat Allah Nikkhah, Mostafa Zhairinia. **Contribution of NGO's functions to Empowerment of Women in Shiraz, Iran.** Life Science Journal. 2011;8(4):490-496] (ISSN:1097-8135). <http://www.lifesciencesite.com>.

Key words: NGOs, individual empowerment, collective empowerment, women

1. Introduction

Globally, women are generally lower in status and power relative to men in job prestige, in economic and political terms. Embedded in all these are the power relations between man and woman. Stein (1997) observed that women are disadvantaged in terms of education, employment, income, access to programs and services, health care, and to benefits of modernization projects such as credit, training and jobs. They are disadvantaged economically, politically, legally and socially relative to men, and this tends to be true in most countries.

In Iran, like many other developing countries, women's access to positions of influence and power is restricted. Their occupational choices are narrower and they must struggle to reconcile activities outside the home with their husband and traditional roles. The statistics show that women represent only 2.8% of parliament's members (i.e, 8 out of 290 members). In other areas of public life women's representation is no better, as the following numbers show: members of town councils (2.66%), holding higher management posts (1.2%), in managerial positions (5.2%), and employed in government, private and public sectors (11.8%) (Tahmasebifar, 2005). This is an indication of a minimal participation of women in power and at decision making levels. It is clear that in Iran, the structure of power is entirely male dominated, placing women at the very lowest levels of decision making despite the rise in their education levels and awareness. Although there have been some improvements in women's participation in town councils, nevertheless the position of women in the

country's political institutions is extremely poor. Thus, this situation suggests the unfavorable position of women in Iran (Tahmasebifar, 2005).

In the last decade non-governmental organizations (NGOs) have gained increased attention among scholars and practitioners of development. They are identified as effective and efficient with regard to delivering services to disadvantaged communities; they are also praised for promoting community self-reliance and empowerment through supporting community-based groups, and relying on participatory processes (Korten, 1990; Clark, 1991; Friedmann, 1992; Fowler, 1993; Edwards & Hulme, 1994; Salamon, 1994).

Iranian NGO's can be broadly categorized into two groups. The first group encompasses new and modern so-called "developmental" NGOs. The second group includes the traditional "relief" CBOs and charity societies. However, most of the women's NGOs set up under modern and developmental NGOs. Moreover, there are outstanding examples of modern NGOs in Iran that have been successful in addressing social issues, conducting advocacy efforts, raising public awareness and conducting educational activities and tackling tough social issues, with extensive community participation. So, the question to be asked is that, is there any significant difference between NGO's function and women's empowerment?

In other words, this study seeks to investigate the contribution of NGO's function to the empowerment of women. A considerable amount of literature has been published about the role of NGOs in the

empowerment of women (Korten, 1990; Calman, 1992; Rodriguez, Macinko, & Macinko, 1994; Tandon, 1995; Purushothaman, 1998; Haider & Akhtar, 1999; Page & Czuba, 1999; AhsanUllah, 2003; Magar, 2003; Handy & Kassam, 2006). So far, however, there has been little discussion about type of NGO's functions and empowerment of women. In fact, this study seeks to find out which function of NGOs is effective in empowering women. Past researchers have not generally indicated a relation between NGO's function and women's empowerment. Also, there has been no published survey on this topic in Iran.

Social scientists and development practitioners have long been interested in the conditions that empower women. Empowerment gives women freedom of choice, equal access to domestic and community resources, opportunities and powers. It also enhances their decision-making capacity, knowledge, skills and gives them the necessary self-confidence to be full partners in the developmental process (Vijayanthi, 2002). As argued by Moser (1989), empowerment is the capacity of women to increase their own self-reliance and internal strength. It is also about the woman's right to determine choices in her life and to influence the direction of change, through the ability to gain control over material and non material resources. The question raised here is that what is the level of women's empowerment in Shiraz, Iran? Thus, first this study seeks to identify the level of women's empowerment and second wants to investigate the factors that can be influenced on empowerment of women. The focus of this study is on empowerment of women by the NGO's activities.

2. Literature Review

Streeten (1997) have mentioned that NGOs have been particularly determined to empower the poor, the weak, and the marginalized to encourage people to take decisions themselves, to become agents, rather than treating them as target groups or passive recipients of benefits. Furthermore, Desai (2005) accounted some roles for NGOs in order to support the women to challenge customs, ideas and belief which effect unequal gender relations. They are, counseling and support services, awareness raising and advocacy, legal aid and Microfinance.

Rodriguez et al., (1994) state some functions for NGOs such as effective at service delivery; able to promote and motivate local participation; and effective in reaching vulnerable groups such as women and minorities.

According to Haider&Aktar (1999), NGOs central goal is empowering the powerless women or

helping them to increase their hidden potentialities, in order to helping them to participate in the mainstream of socio-economic development (Islam & Sultana, 2005).

NGOs do some activities and programs such as funding projects, engaging in service provision and capacity building, contributing to awareness raising, and promoting the self-organization of various groups to contribute the development of a community (Baccaro, 2006). Further, NGOs can promote the empowerment of the poor, particularly poor women, through a combination of micro-credit, awareness-raising, and training for group members (Ramesh, 1996).

Empowerment is a process whereby women become able to organize themselves to increase self-reliance and to assert their independent right to make choices and control resources. It is a participatory process of awareness and capacity building that begins at the levels of household and community, reading to greater participation and decision-making power and control, and to transformative action enabling individuals or groups to change balances of power in social, economic and political relations in society (Karl, 1995).

This study constructs two components of empowerment, namely individual empowerment and community empowerment, relying mostly on Rowlands (1997) and Schulz, et al., (1993) as their work seems most relevant to the objectives of this study.

Personal empowerment views empowerment as focused on individual strength and self-esteem to gain control over available resources and to exercise their right to obtain quality of life for themselves and their family (Moyle, Dollard, & Biswas, 2006). Individual empowerment includes the following elements: Self-esteem, decision-making ability, and control over life situations (Rowlands, 1998). There is much support for choosing these particular elements.

A community empowerment is one in which individuals apply their skills and resources in collective efforts to meet their respective needs. Through such participation, individuals provide enhanced support for each other, address conflicts within the community, and gain increased influence and control over the quality of life in their community (Schulz et al., 1993). As Rowlands (1997) pointed out, collective empowerment involves individuals working together to achieve a greater impact than they could have alone. Community empowerment includes some elements such as working together, participation in NGO's program and community awareness.

3. Methodology

This study used quantitative approach in the inquiry process to understand and explain empowerment which could be investigated and measured objectively. Survey research design, is a procedure in quantitative approach which help the researchers to administer a questionnaire in order to identify trends in the attitudes, opinion, behavior or characteristic of population (Creswell, 2005). In this study since the empowerment as a major issue of the study, is measurable and accountable with its elements, thus the survey technique using questionnaire was implemented.

For purpose of this study, the target populations were women who involved in NGOs in Shiraz. They were around 2000 of 11 NGOs in city of Shiraz in terms of different type and activity. To determine the proportion of each NGO in sample size, it used of sampling ratio and in order to selection of respondents it used of simple random sampling technique.

A structured self administered questionnaire was developed as the mod of data collection. This survey method was adopted because the administration of questionnaire incurs less cost and saves time compared to the face-to-face interview and telephone interview (Ary et al., 2006). Beside, questionnaires are used to gather a large number of quantitative responses. The respondents were told in advance that they could stop any time if they felt uncomfortable about completing questionnaire. Also, the interviewer read the questionnaire items for women who were illiterate. Women were asked if they had any questions about the questionnaire and told that their responses would remain confidential. First of all, the respondents were asked questions which evaluated elements of individual empowerment such as; self-esteem, decision-making ability, and control over life. The assessment was followed by the elements of community empowerment which included working together, community awareness, and participation in NGO's programs.

The finalized questionnaire was administered to a group of 30 respondents who were randomly selected to take part in this pilot study. Then, the data were analyzed and the Cronbach's alpha coefficient of reliability was derived. According to Garson (2009), the dimensions should have a Cronbach's alpha of at least .70 to establish reliability of constructs. The reliability index Cronbach's alpha of individual empowerment with 32 items was .832, community empowerment with 25 items was .804. Finally, the data analysis showed that reliability index Cronbach's alpha for women's empowerment (Total empowerment) with 57 items scale and five point scale was .780.

All data from this study was coded and entered in a computer files by the author. Identification information of respondents (their name) was not included on questionnaire. Data collection took place over a period of two month in the first semester of 2008-2009. It began in November, 2009 and ended in December, 2009.

Data obtained from the respondents were coded, computed and analyzed using statistical package for the social science SPSS (version 16). They were analyzed using a combination of statistical analysis such as, descriptive statistics, and ANOVA test. A variety of descriptive statistics were utilized for example, frequency distribution and measures of central tendency. ANOVA test was used to determine the significance in women empowerment between each group of NGO's functions.

4. Results

4.1 Individual empowerment

In this study women's empowerment is operationalized at level of individual and community empowerment in which constituted six elements to measure their empowerment level. For individual level, three elements were self-esteem, decision-making ability, and control over life whereas, for the community level, the elements were working together, participation in NGOs' program, and community awareness.

Individual empowerment in this study was measured by 32 items, five point likert scales. To calculate the individual empowerment, three dimensions were computed. They were self-esteem, decision-making ability and control over life. Individual empowerment is ranged from 84 to 143 with the mean score of $M=120.68$ and standard deviation $SD=9.13$. The skewness (-.26) showed the distribution of variable was normal. Further, data reported in Table 1 indicated that the majority of respondents (60.5%) were at the moderate level of individual empowerment. This followed by 25.1% at the high level and only 12.3% reported low level of individual empowerment. The result indicated that individual empowerment was at the moderate level among the Iranian women.

Table 1: level of individual empowerment (N=195)

levels	frequency	%
Low(84-103)	24	12.3
Moderate (104-123)	118	60.5
High (124-143)	49	25.1

4.2 Community (collective) empowerment

Community (collective) empowerment was comprised of community awareness, working together, and participation in NGOs' program.

Community empowerment score ranged from 73 to 119 with the mean score of $M=102.25$ and standard deviation $SD=7.97$. Distribution of data based on skewness (-.23) reported was normal. Table 2 represented the frequency of score on community empowerment by the overall sample. The most of respondents (52.3%) were at moderate level of collective empowerment and 43.6% reported at the high level of empowerment. However, only 3.6% mentioned as the low level of community empowerment. These findings showed that the score of collective empowerment among the women was at the moderate level and tend to be high. Furthermore, result indicated that the mean score of individual empowerment ($M=120.68$) among the women in Shiraz was higher than (collective) community empowerment ($M=102.25$). This probably means that after joining NGO, many of the respondents experienced personal empowerment, improved their sense of control over their own lives, raised their self-esteem, and increased their ability of decision-making.

Table2: Level of community empowerment

Levels	frequency	%
Low(73-88)	7	3.6
Moderate (89-103)	102	52.3
High (104-119)	85	43.6

4.3 Women's empowerment

Women's empowerment in this study comprised of two level, individual and community level. To measure the empowerment, first we calculate individual level in which had three elements. Then, we accounted the community or collective level which included three elements. Finally, these two levels have been computed as a women's empowerment. It is ranged from 168 to 261 with the mean score of $M= 222.94$, and standard deviation was $SD=14.31$. The skewness (.01) showed that the distribution of dependent variable was normal.

The percentage of women empowerment depicted in Table 3 showed that the majority of respondents (59.5%) were at moderate level of empowerment. About 21.5% reported on high level of empowerment and 19% indicated at the low level of empowerment. These finding indicated that the majority of women in this study had the moderate level of empowerment.

Table 3: level of women's empowerment

Variable	Frequency%	
Low (186-210)	37	19
Moderate (211-235)	116	59.5
High (236-261)	42	21.5

The finding revealed that the level of women's empowerment among the Iranian women was at the moderate level. The result showed that the mean score of total empowerment was, $M=222.94$ and standard deviation was, $SD=14.31$. However, taking into account the socio-cultural background of the country which has been a large traditional practicing conservative way of live male dominated social structure, a little change as experienced by the women shown in this study is a positive indication. In other words, women despite of social, cultural and political constraints they could gain a little power to improve their situation of lives.

4.4 The effect of NGOs' functions on individual empowerment

One-way ANOVA was used to assess the mean difference of individual empowerment among NGO's functions. NGO's function as depicted in Table 4 were 'developing individual ability' 'educational functions' 'awareness building' and 'mobilizing of women'. The results of ANOVA test revealed that there was a statistically significant difference in the mean of individual empowerment for NGO's functions among four functions, $F(3, 191) = 3.86$, $P=.01$. It means that there is a difference among NGO's functions on individual empowerment.

Table 4: One-Way ANOVA Summary Table of NGO's functions and its Scores

Functions	N.NGOs	N	Mean	SD	F	P	η^2
Developing individual ability	2	45	123.57	8.69	3.86	.01	.057
Educational functions	3	55	118.80	8.15			
Awareness building	3	35	118.14	9.39			
Mobilizing women	3	60	121.11	9.52			

Furthermore, the post hoc multiple comparisons were selected to evaluate pairwise differences among mean score of individual empowerment in NGO's functions. The result of Tukey test showed that the significant mean score difference existed between following pairs; developing individual ability and educational functions, and developing individual ability and awareness building. Tukey test indicated mean scores of developing individual ability ($M=123.57$, $SD=8.69$) was significantly higher than educational functions ($M=118.80$, $SD=8.15$). Developing individual ability also was significantly higher than awareness building ($M=118.14$, $SD=9.39$). Thus, the results show that the function of 'developing individual ability' has higher mean score of individual empowerment compare to the other functions. Table 5 showed these results.

Developing individual ability as a function of NGOs refers to programs such as building self-esteem of women through some activities as

mentioned by NGO's leadership and increase the ability of women to make decision regarding their children, household and their life. All these activities, functions and programs are toward the individual ability and capability of women. On the other hands, individual empowerment was measured through some elements such as self-esteem, decision-making ability and control over life. Thus, it can be concluded, the function of developing individual ability has higher effect on individual empowerment. It means that in Shiraz those NGOs have this function had higher contributed to individual empowerment.

Table 5: Result of post hoc comparison of individual empowerment and NGO's functions

Dependent variable	NGO's functions	NGO's functions	Mean difference	Sig
Individual empowerment	Mobilizing women	Educational functions	2.31	.57
		Awareness building	2.96	.45
		Developing individual ability	-2.45	.50
	Educational functions	Mobilizing women	-2.31	.57
		Awareness building	.65	.98
		Developing individual ability	-4.76*	.02
	Awareness building	Mobilizing women	-2.96	.45
		Educational functions	-.65	.98
		Developing individual ability	-5.42*	.02
	Developing individual ability	Mobilizing women	2.45	.50
		Educational functions	4.76*	.024
		Awareness building	5.42*	.025

4.5 The effect of NGOs' functions on community empowerment

ANOVA test was performed to investigate the difference in the mean of community empowerment score on NGO's functions. As Table 6 presented from the statistical test, it was revealed that there was significant differences in the mean of community empowerment among four functions of NGOs, $F(3, 191) = 2.58, P = .04$. The eta-squared of .05 confirmed that mean differences among the four functions were fairly moderate. Analysis of mean showed that mobilizing women has the higher mean ($M = 103.87, SD = 7.86$) rather than the others functions. It means the function of mobilizing women has more effective toward community empowerment compare to other NGO's functions.

Table 6: One-Way ANOVA Summary Table of NGO's functions and its Scores

Functions	N.NGOs	N=195	Mean	F	P	η^2
Developing individual ability	2	45	102.3	2.58	.04	.05
Educational functions	3	55	101.56			
Awareness building	3	35	100.43			
Mobilizing women	3	60	103.87			

This is may be because of the nature of mobilizing women as a function of NGOs. Through mobilizing function, NGOs encourage women to participate in programs in order to identify the community's problem and to find out a solution for the community. As Panda (2007) noted by encouraging people to participate in their projects, NGOs build a rapport with the local people and seek to understand their problems. They tend to involve people in the different stages of the projects, starting from the project initiation to project implementation and maintenance. On the other hand, the elements of community empowerment implied the cooperation and participation of respondents in the programs. Furthermore, according to leadership of NGOs which have this function, they encourage women to participation through some activities and programs such as giving the reward to women, preparing the opportunities for women, and explaining the benefit of programs. Therefore, it can be said that this function has the higher contribution to community empowerment.

4.6 The effect of NGOs' functions on women's empowerment

Women's empowerment in this study as mentioned earlier, included two levels that is individual and collective empowerment. After that these two levels were calculated and women's empowerment was derived.

One-way ANOVA was employed to distinguish the difference of the mean of the women's empowerment score among the four functions of NGO namely developing individual ability, educational functions, awareness building, and mobilizing women. The results of ANOVA test as depicted in Table 7 there was a statistically significant difference in the mean of women's empowerment among four functions of NGOs, $F(3, 191) = 3.83, P = .01$.

Furthermore, since the number of cases not equal in each item the post hoc multiple comparison were selected to evaluate pairwise differences of the mean score of empowerment among the NGO's functions. The result of Tukey test showed that the significant mean score difference existed between mobilizing women and awareness building, and mobilizing women and educational functions since $p < .05$ were reported for the four functions. (Table 8). These comparative result suggested that the mobilizing women as NGO's function had high level of performance ($M = 227.43, SD = 15.59$), followed by developing individual ability ($M = 223.49, SD = 12.65$) and educational functions ($M = 222.36, SD = 14.48$). Based on Cohen (1988) criteria (.01=small effect,

.06=moderate effect, and .14=large effect), the effect size (eta-squared) of NGO's functions as independent variable toward women's empowerment as dependent variable was .057 indicating that mean differences among functions were moderate.

Table 7: One-Way ANOVA Summary Table of NGO's functions and its Scores

Functions	N.N GOs	N=I 95	Mean	F	P	η^2
Developing individual ability	2	45	223.49	3.83	.01	.057
Educational functions	3	55	220.36			
Awareness building	3	35	218.57			
Mobilizing women	3	60	227.43			

Table8: Result of Post hoc multiple comparisons of NGO's functions and women's empowerment

Dependent variable	NGO's functions	NGO's functions	Mean difference	Sig
Women's empowerment	Developing individual ability	Educational functions	3.12	.68
		Awareness building	4.91	.40
		Mobilizing people	-3.94	.48
	Educational functions	Developing individual ability	-3.12	.68
		Awareness building	1.79	.93
		Mobilizing people	-7.06*	.03
	Awareness building	Developing individual ability	-4.91	.40
		Educational functions	-1.79	.93
		Mobilizing people	-8.86*	.01
	Mobilizing people	Developing individual ability	3.94	.48
		Educational functions	7.06*	.03
		Awareness building	8.86*	.01

*. The mean difference is significant at the 0.05 level.

According to Ramesh (1996), Stromquist(2002) and the others, similarity in Shiraz the NGO do performed some functions such as developing the individual ability, educational functions, awareness building and mobilizing of women to participate in projects.

Mobilizing people or people participate in project is an important strategy adopted by NGOs. NGOs, not only encourage people to participate in the activities and programs carried out by them, but also to mobilize resources both in cash and kind. They tend to involve people in the different stages of the projects, starting from the project initiation to project implementation and maintenance (Panda, 2007). As Streeten (1997) mentioned, NGOs have been particularly determined to empower the poor, the weak, and the marginalized, to encourage people to take decisions themselves, to become agents,

rather than treating them as target groups or passive recipients of benefits.

5. Discussions

The present study was intended to investigate the empowering of women through NGO's efforts. The result of this study showed that the level of women's empowerment was at the moderate among the women in Shiraz Iran. It means that they were never disempowered nor empowered sufficiently at the individual and community level. Considering as well, the socio-cultural background of the country which has been a large traditional practicing conservative way of live and a male dominated social structure, a little change as experienced by the women shown in this study is a positive indication. On the other hand, NGOs particularly women's NGO is a new phenomenon in Iran which are active in a variety of field to address some issues such as social needs, raising public awareness and conducting educational activities and tackling tough social issues with extensive community participation. Therefore, it can be concluded that NGOs in Shiraz could be contributed in empowerment of women. Although, the NGOs those focus on function of 'mobilizing women' had the more effectiveness in empowerment. Previous research focused little attention to this relationship of NGOs' functions and empowerment. Generally, in Iran women are not welcome to get involve in social, economic and political activities. Thus, those NGOs which could encourage women to participate in programs will be successful in the empowering process. The present study showed that the NGOs played important role in empowering the women as shown in the finding. These findings are consistent with prior researches that claimed NGOs have a role in facilitating empowerment processes (Korten, 1990; Calman, 1992; Tandon, 1995; Puroshothaman, 1998; Page & Czuba, 1999).

To conclude, since the study is based on the community development and the empowerment of women and improvement of their status are viewed as essential for the achievement of such development. Further, NGOs function and activities were considered as the important factors to empowerment. The study suggest by improving women own lives, women can contribute to the development of the community as well as in nation-building. Therefore, the study contributes to the development of the community as well as nation building.

The finding of this study has important implications for developing of empowerment of women in Iran. The result showed that the women were empowered individually and collectively as they involved in NGOs activities. This result will help the women to realizing themselves, and finding

their situation at the society. It is suggested that women need to engage in various activities that organized by NGOs. Through their involvement in activities of NGOs, women could access the knowledge, learned the skills, got the job, and accessed the power and control in order to improve of their lives.

On the other hand, local NGOs as a third sector in Iran despite of some problems such as financial, political and traditional could be benefited to improve the women situation in Iran. The study suggests that the government and governmental agencies should to take the necessary steps to provide financial and social support for NGOs so that they could organize their activities.

Corresponding Author:

Dr. Hedayat Allah Nikkhah
Department of Social Science
Hormozgan University
Bandar-e Abbas- Iran
E-mail: hnik2003@yahoo.com

REFERENCES

- AhsanUllah, A. (2003). Empowerment of Women in Bangladesh: Do NGO Interventions Matter? *Empowerment: Women for Women, Dhaka, 10*.
- Ary, D., Jacobs, L., Razavieh, A., & Sorensen, C. (2006). *Introduction to Research in Education*. CA: Wadsworth Pub Co.
- Baccaro, L. (2006). Civil Society Meets the State: Towards Associational Democracy? *Socioecon Review, 4*(2), 185-208.
- Calman, L. (1992). *Toward Empowerment: Women and Movement Politics in India*. Boulder, Co: Westview Press.
- Clark, J. (1991). *Democratizing Development: The Role of Voluntary Organizations*. West Hartford: Kumarian Press.
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences* (2 ed.). New Jersey: Hills Dale.
- Creswell, J. W. (2005). *Educational Research: Planning, Conducting and Evaluating Quantitative and Qualitative Research*. New Jersey: Pearson.
- Cronbach, L. (1951). Coefficient Alpha and the Internal Structure of Tests. *Psychometrika, 16*(3), 297-334.
- Desai, V. (2005). NGOs, Gender Mainstreaming, and Urban Poor Communities in Mumbai. *Gender and Development, 13*(2).
- Edwards, M., & Hulme, D. (1994). *NGOs and Development: Performance and Accountability in the 'New World Order'*. Paper presented at the International Workshop on NGOs and Development, University of Manchester.
- Fowler, A. (1993). Non-Governmental Organizations as Agents of Democratization: An African perspective. *Journal of international Development, 5*(3).
- Friedmann, J. (1992). *Empowerment: The Politics of Alternative Development*. Cambridge: Blackwell.
- Garson, D. (2009). Structural Equation Modeling. Retrieved September, 2009, from <http://faculty.chass.ncsu.edu/garson/PA765/structure.htm.output>
- Haider, R., & Akhtar, R. (1999). The Role of NGO and Women's Perception of Empowerment: An Anthropological Study in a Village. *Empowerment: Women for Women, Dhaka, 6*.
- Handy, F., & Kassam, M. (2006). Practice What you Preach? The Role of Rural NGOs in Women's Empowerment. *Journal of Community Practice, 14*(3), 69-91.
- Islam, N., & Sultana, N. (2005). Role of NGOs in Empowering the Vulnerable Women: A Study on ACD. *Asian Affairs, 27*(4), 24-40.
- Karl, M. (1995). *Women and Empowerment: Participation and Decision Making*. London: Zed Books.
- Korten, D. C. (1990). *Getting to the 21st Century : Voluntary Action and the Global Agenda*: West Hartford, Conn: Kumarian Press.
- Magar, V. (2003). Empowerment Approaches to Gender-Based Violence: Women's Courts in Delhi Slums. *Women's Studies International Forum, 26*(6), 509-523.
- Moser, C. (1989). Gender Planning in the Third World: Meeting Practical and Strategic Gender Needs. *World Development, 17*(11), 1799-1825.
- Moyle, T., Dollard, M., & Biswas, S. (2006). Personal and Economic Empowerment in Rural Indian Women: A Self-help Group Approach. *International Journal of Rural Management, 2*(2), 245.
- Page, N., & Czuba, C. E. (1999). Empowerment: what is it? *Journal of Extension, 37*(5), 1-5.
- Panda, B. (2007). Top Down or Bottom Up? A Study of Grassroots NGOs' Approach. *Journal of Health Management, 9*(257).
- Purushothaman, S. (1998). *The Empowerment of Women in India: Grassroots Women's Networks and the State*. New Delhi: Sage Publications
- Ramesh, J. (1996). Strategies for Monitoring and Accountability. The Working Women's Forum Model. In M. Edwards & D. Hulme (Eds.), *Beyond the Magic Bullet - NGO Performance and Accountability in the Post-Cold World*. Save the Children. West Hartford: CT, Kumarian Press.
- Rodriguez, G. R., Macinko, J., & Macinko, M. (1994). The Role of NGOs in Community Health and Development. *Promotion and Education, 1*(4), 5.
- Rowlands, J. (1997). *Questioning Empowerment: Working with Women in Honduras*. New Jersey: Oxfam
- Rowlands, J. (1998). A Word of the Times, but What Does it Mean? Empowerment in the Discourse and Practice of Development in Afshar Haleh (Ed) *Women and Empowerment: Illustrations from the Third World*.
- Salamon, L. (1994). The Rise of the Nonprofit Sector. *Foreign Affairs, 73*(4), 109-122.
- Schulz, A. J., Israel, B. A., Zimmerman, M. A., & Checkoway, B. N. (1993). *Empowerment as a Multi-Level Construct: , Perceived Control at the Individual, Organizational and Community Levels*. Paper presented at the Program on Conflict Management Alternatives.
- Solomon, B. (1976). *Black Empowerment: Social Work in Oppressed Communities*. New York: Columbia University Press.
- Stein, J. (1997). *Empowerment & Women's Health*. London: Zed Books.
- Streeten, P. (1997). Nongovernmental Organizations and Development. *Annals of the American Academy of Political and Social Science, 554*, 193-210.
- Stromquist, N. P. (2002). NGOs in a New Paradigm of Civil Society. *Current Issues in Comparative Education, 1*(1).
- Tahmasebifar, S. (2005). *Situation Analysis of Women in Iran 10 years after Beijing*: Asia Pacific Women.
- Tandon, R. (1995). Board games: Governance and accountability. In M. Edwards & D. Hulme (Eds.), *NGO performance and accountability*. London: Earthscan.
- Vijayanthi, K. (2002). Women's Empowerment Through Self-help Groups: A Participatory Approach. *Indian Journal of Gender Studies, 9*(2), 263.

10/25/2011