



Governance – Why Gender Matters?

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Abstract

In the United States of America and other countries around the world, the evidence of women in governance positions is highly underrepresented. This is due to many factors which are discussed throughout the paper. Previous research shows that even though this world is generating great talent in the form of female graduates, these graduates are not reaching top positions in their workplace compared to their male counterparts, and even if they do reach those leadership positions, females do not necessarily stay there due to several reasons. A review of relevant literature indicates that women have a fresh and unique perspective and leadership style, yet they do not occupy top level positions in their companies. Also, there is evidence of success when women are in governance positions. The policy recommendations and implications provided can assist our nation in retaining the impressive talent we garner and ensure that gender diversity is apparent at different levels of the organizations. The conclusion points to the importance of women in governance, as well as the need for innovative ways to further engage the female population in leadership roles.

Key Words- Leadership – Governance – Gender – Policy recommendations – Policy implications

Introduction

The United States of America is often perceived as of the world's leading country with enlightened values and freedom and equality of all the population. However, it ranks 71st in female legislative representation, behind Bangladesh, Sudan, and United Arab Emirates. When referring to U.S. government positions, there are only 17 percent of women in the State and House of Representatives, 9 percent of Mayors who are female, 24 percent of women in state legislatures, 12 percent of women as governors, which is equivalent to six out of 50 states, and only 3 female Supreme Court Justices (Bennetts 2012; Figure 1).

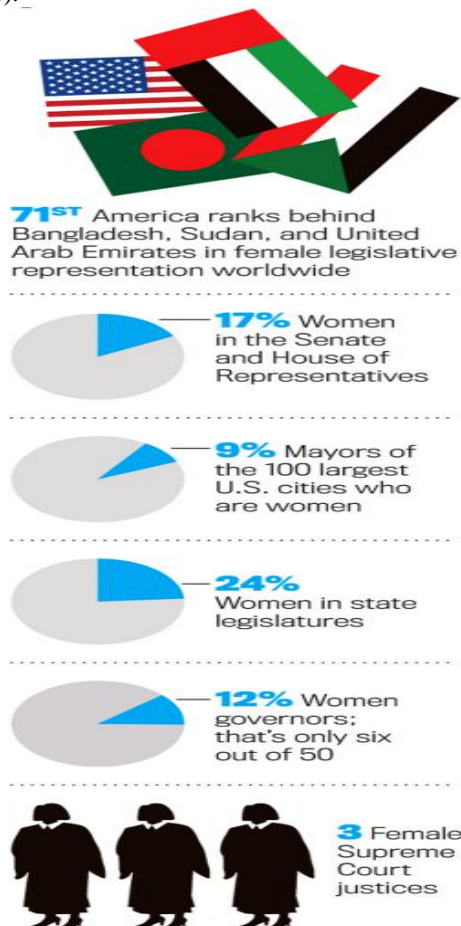


Figure 1 – Source: Newsweek

These numbers are not reflective of the high number of women this nation graduates, and leads us to question the full potential of talent application. It forces us to question our educational system for women and the adequacy of resources allocated to teachers and other professionals, and time spent by different professionals. This country needs to address and respond to the issue of wasted time on part of many stakeholders, resources, energy, and creativity, all of which are needed for the U.S. to keep its image of a leading country in this world (Bennetts 2012).

In all parts of the world, women aspire for leadership positions in various sectors of the market, including government, public and private companies, and educational institutions, among others. However, despite tremendous efforts, they face many challenges along the way, which prevent them from taking on leadership positions, and even if they are able to become successful leaders, it comes with a social or personal sacrifice that they have to bear, usually not because they want to but because they are forced to do so. Historically and traditionally, there is the notion of leadership that men make better leaders than women (Kiamba, 2008), and societal conventions support the gender and leadership view that males usually dominate the top leadership positions (Hojgaard 2002). In governance roles, there are many barriers and challenges identified by social scientists that prevent women's advancement in leadership positions. Some of these include: unconscious bias with those around them, barriers related to work-family role balance, and persistence of exclusionary networks and opportunities (Bennetts, 2013).

In a paper written by McGrew and others, good governance is defined as when the respective institutions in a field are conscious about equal participation of all citizens in the state's powers and responsibilities with respect to political, social, and economic affairs. It is important to ensure that all citizens, men and women, have the opportunity to voice their concerns and give their input in the policy formation and decision-making process, through various mediums including voting, social media, and relevant councils (McGrew L et al. 2004).

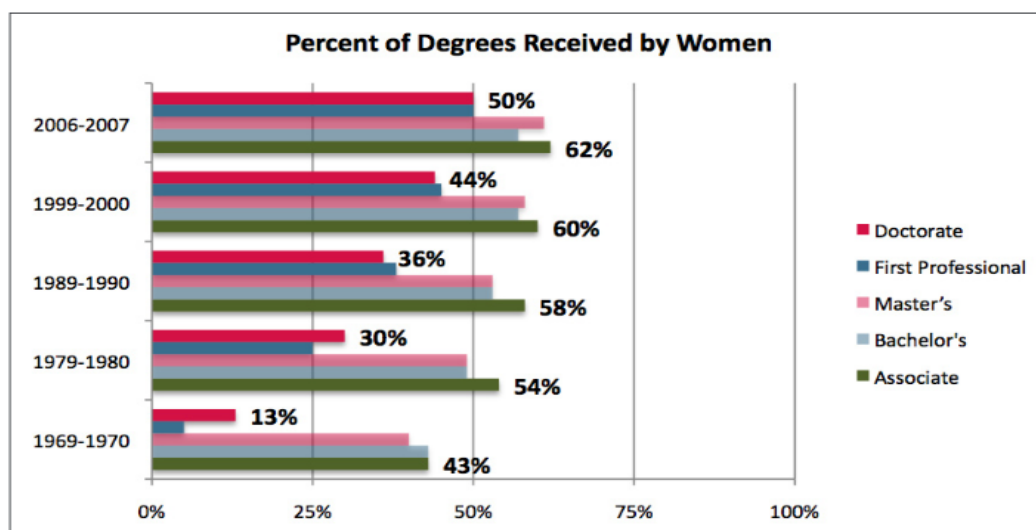
This research will focus on the crucial roles that women play in governance positions, and the value they add to the current workforce and future opportunities. This will be done by discussing the different types of governance and the role of women in them, researching current governance examples where women are involved and the implications of their involvement, any benefits and obstacles they face when serving in a leadership or governance role, and policy implications of including women in governance positions.

Rationale and Significance:

The current financial, economic, and political situation of the United States needs a stable leadership, which can help the population it fosters, succeed and trust the government. This can be made possible by introducing a fresh, non-traditional viewpoint in decision making, and women bring along. The United States Department of State points out that according to many prominent research groups, including the Center for American Women and Politics at Rutgers University and the Women and Politics Institute at American University, women have a diverse viewpoint when it comes to decision making. They believe in team work to get tasks accomplished and encourage diversity and fairness in their work. Additionally, they have a broader conception of public policy, which they can implement in governance roles. Over the last decade, the talent pipeline for women has not improved: less than 3 percent of Chief Executive Officers (CEOs) are women, vice presidents and senior managers positions are filled by only 26 percent women, 14 percent of executives are women, and the odds for women advancing from executive committees to CEO for a woman is 1 in 34 compared to her male counterpart at 1 in 9 (US Department of State, 2012). The Bottom Live Catalyst study mentions the Fortune 500 companies which have a higher percentage of women in leadership and executive positions, experienced approximately 35 percent higher return on equity, and a 34 percent higher in total shareholder return on average, when compared to those companies that had lower percentage of women in leadership and executive positions. The same report shows that out of 4,000 Masters of Business Administration (MBA) graduates from 1996 and 2007 across the world, women earned \$4,600 less than their male counterparts, which is equivalent to \$400,000 less in salary over a 40-year career (2004).

This research is also significant because it supports the rise of women in government and other public and private sectors. Secretary of State, Hillary Clinton, points out that women bring along great value that can shape policies and procedures which are beneficial to the society, and their perspective add value to the successful implementation of different programs. Women inclusion also helps eliminate barriers which prevent women to be active participants in the economic aspects of various sectors (2011). Women in governance have a strong correlation with better performance in the organizations (The Eversheds Board Report, 2011).

According to the White House Project report, women make up 57 percent of students and receive 60 percent of degrees granted. They percentage of women who are now graduating college has increased significantly since the 1970s (Figure 2).



Source: Digest of Educational Statistics 2008, Table 268 http://nces.ed.gov/programs/digest/d08/tables/dt08_268.asp

Figure 2 (Source listed in graphic)

Yet only half of them end up in faculty positions, or even lesser reach the top levels of academia (Figure 3). This is an issue which needs to be reviewed carefully and policies to improve this need to be devised (2009).

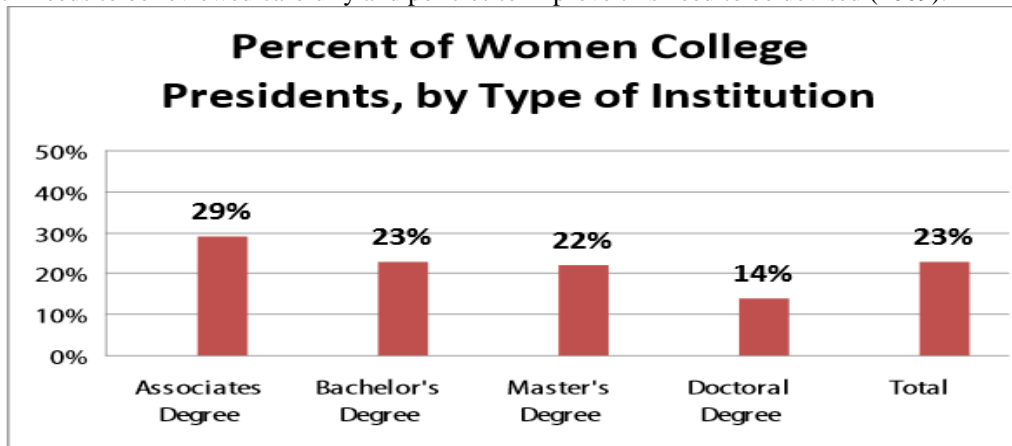


Figure 3 – Source: The White House Project

Literature Review

Women reflect a little more than 50 percent of the world’s population, and are talented to occupy many managerial positions. However, they continue to remain underrepresented in leadership positions in various areas, including public administration and business. Their unique outlook and perspective is overlooked and this is a missed opportunity for those organizations that aim to be innovative. The White House Project, which is a non-partisan, non-profit organization aims to advance and encourage women to take on leadership roles, and address the void in the leadership pipeline caused by the lack of women as compared to their male counterparts. According to a study conducted by this organization in in 2009, it was revealed that 89 percent of Americans are comfortable with having a woman lead them to accomplish the goals of their respective company or organization (Figure 4).

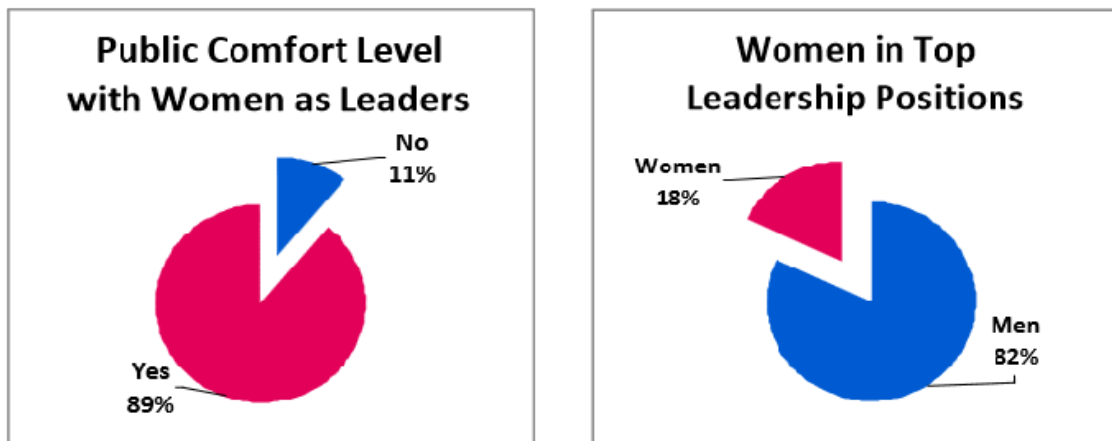
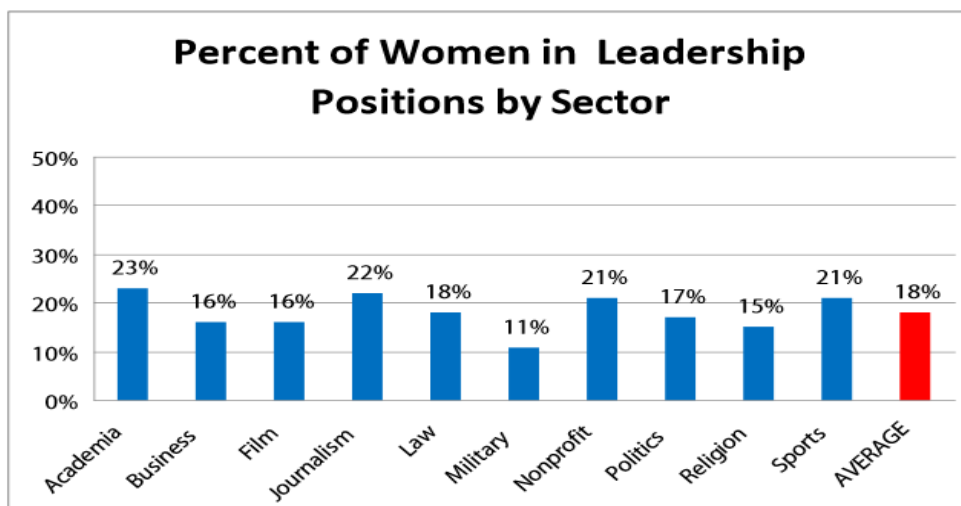


Figure 4 – Source: The White House Project

This critical mass of women mentioned in the study is not supported by the current situation that there are only about 18 percent of the nation’s top leaders that are women, who surprisingly are only making 78.7 cents to every dollar earned by a man. In addition, the displays different sectors and the percentage of leadership positions occupied by women; all of them are below 23 percent (Figure 5).



Academia	23%	% women college presidents
Business	16%	% women corporate officers in Fortune 500 companies
Film	16%	% women directors, producers, exec. producers, cinematographers
Journalism	22%	% women newspaper publishers (18%), % women radio news directors (20%) and % women TV news directors (28%)
Law	18%	% female partners in law firms
Military	11%	% women officers in top five ranks
Nonprofit	21%	% of women CEOs in non-profits with budgets > \$25 million
Politics	17%	% women in Congress
Religion	15%	% clergy
Sports	21%	% of women athletic directors

Figure 5 – Source: The White House Project

Even though there is a national acceptance of women in leadership positions, they have not been able to attain or stay in leadership positions and this supported by another finding in the same report that even though there are more female college graduates as compared to males, but they only comprise of half of the manager positions, and very few reach the senior management level. Previous research points out many factors that lead to this unbalance, including the consistent level of involvement in family, private, and social activities (Greenhaus, Callanan, & Godshalk, 2010), and they are expected to balance between their feminine role of nurturer at home and meet the work standards (Tower and Alkadry, 2008); the marriage of which is not experienced at the same level by males.

Over the past decade, there has been growing recognition that women bring along great value and make tremendous impact in the workplace and economy at large, which has encouraged many policymakers to support industry leaders to support women’s engagement in government and other sectors of society (Warrell, 2013). However, there are still barriers faced by women which do not support their advancement. Post World War II industrial revolution, women were quickly ushered into the workforce but a gap remained in achieving equal access as their male counterparts. This gap was largely due to factors such as segregation, pay inequity, and lack of promotion, all of which are key to advancing at any level of leadership (Dey & Hill, 2007). Another barrier which has received much attention is the concept of “glass ceiling” which defines the invisible reason of limited movement of women in leadership positions. This is usually caused by roadblocks, including indirect obstacles and stereotyping in the career path for women (Jakobsh, 2004). This invisible barrier is more apparent for women and minorities, and credited to gender bias and lack of mentors (Hassett, 2004). In addition to glass ceiling, another barriers to advancement in higher positions for women is cause by “glass cage” which is more apparent than glass ceiling. And this cage is created when women get consumed by other personal and social responsibilities and start to doubt their capability to advance in workplace (Warrell, 2013).

There are some women who are able to break the workplace barriers, but they pay a social price for it. This social price presents women with two options: devotion to family, and devotion to organization where they work. Devotion to work assists women to be more successful and advance in leadership positions, but it comes with the price of spending less time with family, which can sometimes leads to detrimental results such as higher divorce rates, family conflict, less time spent with children which can be harmful to their upbringing and future. This in turn leads to work-family conflict experienced by women at different points in their career (The White House Project, 2009). This lack of co-existence of work and family lives lead to conflict with the pressures from both roles become mutually incompatible, since participation in either role takes away time from participation in the other role (Cardozo 1986). Essentially, women have the responsibility of homemaking and child care, due to which they cannot take on challenging jobs, work long hours, or travel extensively, all of which are critical components of executive positions (Greenhaus, et. al. 2010), as displayed in Figure 6.

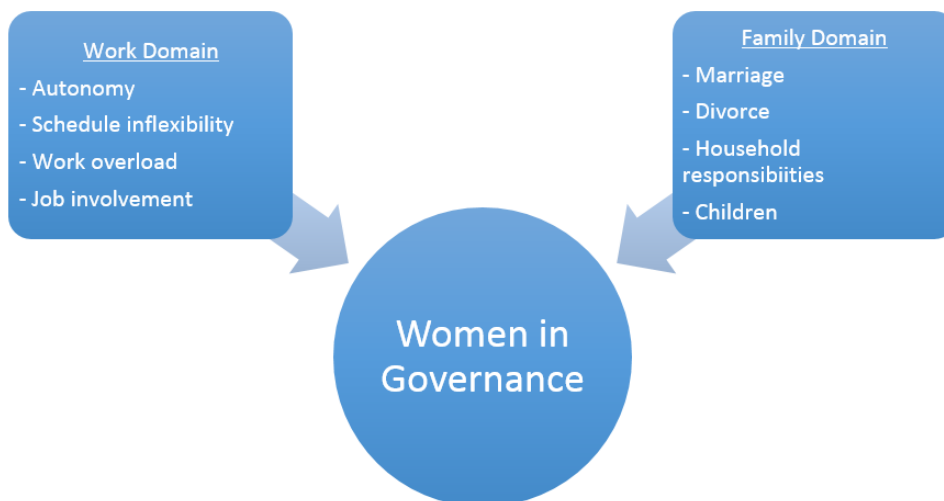


Figure 6: Women in Governance

Women also take off more time for work to care for their elderly relative or sick children than their domestic partners (Feldman, Sussman, & Zigler, 2004). These responsibilities can be disadvantageous to women who are trying to advance in their careers and reaching a balance is difficult to achieve, and they are likely to suffer a setback in family, work, or both places (Pyle & Pelletier, 2003)

Definition of Governance

There are many definitions of governance which have been researched by different people, because the complexity of governance makes it that much more difficult to be captured in a simple form. Basically, there is a need for governance where a group of people work toward a common goal, and this can be achieved through authority, decision-making, and accountability. The Institute of Governance defines governance as "...who has power, who makes decisions, how other players make their voice heard and how account is rendered" (Institute of Governance).

Additionally, governance involves strategic aspects of decision-making when referring to direction and roles which influence an organization. Even though some people think of governance as a straightforward process, it can actually get complicated due to the type and number of people involved. People in governance roles have to deal with and respond to multiple stakeholder interests, and be careful in making decisions and mindful about how the decisions will affect those stakeholders. There is a notion of accountability here, which cannot be ignored by those in governance. In fact, stakeholder interests can become key to the decision-making in the field of governance (Institute of Governance).

The United Nations Development Program defines various principals of good governance based on the literature of governance. These principals are complex and need to be applied intentionally in order for them to bring about successful decision-making results: (1) legitimacy and voice – all men and women have freedom to voice their opinion directly or through the institution that represents their intention. Also, good governance is eminent when it mediates differing interests in an efforts to reach a broad consensus which is beneficial to the interest of the group it serves, and in accordance with policies and procedures. (2) Direction – leaders in governance roles have a focus on implementing decisions that are in the best interest of the public they lead and result in human development. (3) Performance – governance occurs when institutions do what is best for their stakeholders and are efficient in using their resources in the most sensible manner that produce maximum results. (4) Accountability – decision-makers in public, private, and other government organization are accountable to the public and relevant stakeholders. Their decisions should reflect the best interest of all, even though accountability differs depending on the type of stakeholder (internal or external). Additionally, there should be transparency in the flow of information, actions, and decisions, in all organizations, with sufficient oversight and monitoring. (5) Fairness – all public has a fair right to their well-being, and there should be impartiality in legal frameworks, with a particular focus on human rights, which is key (Institute of Governance).

Furthermore, the GDRC Programme on Urban Governance defines three dimensions of governance that are essential to the societal norms, important when considering everyone's benefits at all levels, and key to implementing policies and making decisions which can affect everyone in the society: (1) political dimension, which includes the processes which are implemented by those in authority, (2) economic dimension, which includes processes which are relied upon to effectively manage and public resources, and implement related policies, and (3) institutional dimension, where the society respects the decisions implemented by the institutions (GDRC Programme on Urban Governance).

Another important area of governance is democratic governance, defined by the National Democratic Institute as "system of government where institutions function according to democratic processes and norms, both internally and in their interaction with other institutions." Democratic development and governance directly benefits the lives of its citizens and provides the public sector organization with the ability to function effectively and democratically so as to be sustainable. This can be done in conjunction with legislatures, executive offices, and local/state governments. The programs which are linked to democratic governance seek to promote effect practices and processes among public-sector institutions, which operate with transparency, representation, pluralism, and accountability (National Democratic Institute).

Democratic governance is also evident nationally, as studied by the Organization for Security and Co-operation in Europe. Democratic governance is the bedrock for this Organization in terms of the values and standards applied by the government institutions when interacting with the society and other institutions, both public and private. They follow standards that are guided by the organization of pluralism, institutional accountability and responsiveness, and democracy in every action that is taken and every decision that is made. This organization aims to fulfill its vision of democratic governance among institutions in several ways, one of which is by increasing the participation of women in politics, and encourages women to actively participate and contribute to debates on democratic governance (Organization for Security and Co-operation in Europe).

The second type of governance which is researched in this paper is urban governance, defined by United Nations Habitat as "the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city." Urban governance addresses the diverse and conflicting interests of those in the society in the most amicable manner, and devises a cooperative action plan where needed. As citizens of a particular society, people want a safe and secure urban environment. Most of the formal institutions and informal arrangements are included in urban governance. Also, urban governance includes a set of principles which are interdependent and mutually reinforcing (United Nations Habitat).

The United Nations Habitat also has an important component which addresses the importance of women in urban governance. The lives of both men and women are affected by societal values and norms in terms of the roles they play, where and what they work on, and their income. However, men and women are treated very different based on their attributes and their roles, which can affect the social and economic impacts of their lives. In urban spaces, the physical, economic, social, and institutional organization of cities is planned with the interest of the public as a whole, not separately for men and women, because all are part of the same society. However, the structure of the urban space presents many opportunities and constraints for the different types of inhabitants (men, women, elderly, teenagers, children, wealthy, poor, religious differences, etc.) who contribute to the space in different ways. Thus, it is important to

accommodate the diverse needs of all and create space which are inclusive of all and represents everyone's interests. Specifically, women play a crucial role in the society as homemakers, care takers, workers, mothers, and decision-makers. Their needs and priorities are often overlooked by planners, since there is already a lack of women at the government level. Women view their neighborhoods differently than men in terms of insecurities and dangers, and attending to their domestic responsibilities in the most effective, efficient, and timely manner. For this reason, it is important to include female views when devising policies or planning urban development because they bring forward views and opinions from a unique perspective. The United Nations Habitat encourages the concept of "engendering" when referring to inclusion of women in urban governances, which implies including more women in public offices and in the planning profession, so their voices are heard from the beginning of the planning process (United Nations Habitat).

The role of women in governance refers to the empowerment of women in different sectors of society and government, where they are self-dependent due to the many opportunities provided and the freedom which has traditionally been denied for the mere fact that they are "women". Women empowerment entails that women have the power to enhance their position in the society, in social, political, and economic terms. This allows women to shine in their roles and make a statement about the importance of their position and status in this society (Singh, 2013).

There are several organizations that focus on empowering women in their roles so they are active participants in this community at all levels. According to the United Nations Development Program (UNDP), women are rising more in political and leadership role in the recent years, and their role in impacting policies and governance systems has become more inclusive, democratic, and violence-free (United Nations Development Program).

Evidence of Women in Governance

The leadership and political participation of women has increased over the last few decades, but it still remains low as compared to their male counterparts who are more engaged in political activities. For instance, the United States has not had a woman president, even though women comprise a little more than half of the population in this world, and are as educated, if not more, as the men in this country. According to United Nations (UN) Women, the percentage of women in parliament has nearly doubled in the 20 years but this figure translated to only 22 percent of women in parliament today. In addition, the UN reports that women comprise only 17 percent of the government ministries, in which the majority are in charge of social sectors such as education and family (United Nations).

To address the shortage of women in governance roles, especially at the top of corporations and organization, the United States Department of State has created the Subcommittee on Women, guided by the International Economic Policy. The purpose of the Subcommittee is to conduct surveys to study the economic value of women, and notice the change in profitability and success levels at the operational level. Through the results, the Subcommittee aspires to implement programs that increase the involvement of women at different levels of governance and fill the void of their underrepresentation at different levels (US Department of State).

There are many examples of organizations and projects around the world where women have governance roles, some more prominent than others. India, is one of the countries where women have historically been oppressed in a society that has been dominated by men. However, in recent years, there have been various women leadership initiatives that encourage women's participation in governance. The "Participation of Women in Governance" is a projected funded by Cordaid, for which the primary aim of strengthening women in governance network and work toward increasing their participation in projects is to empower women to participate in governance structures. This project is also promotes women leadership in various sectors of the government and has different plan which are carried out by different working groups. The main goals of the program include increased influence and empowerment of women in sector and security policies, and increased influence in the process of peace building and both the local and national levels. This project is able to sustain due to funding from different programs and tries to bring a positive and powerful purpose to the lives of women, many of who are role models to others who are victims of violence and excluded from the decision making process at different levels (Coraid).

Another example of implication of encouraging women to partake in governance roles is evident in Cambodia, which is a country that has historically had a fragile economy, even after signing the Paris Peace Agreement of 1991. The conflict and warfare in Cambodia has greatly impacted gender relations. Traditionally, women in Cambodia have been actively involved in the economy at the local and national level as farmers, traders, and play a pivotal role in the market to support their families. Between 1979 and 1991 women were actually more engaged in the economy and made a greater impact, with 90 percent of female over 15 years working versus 84 percent of males in the workforce. Even in the political arena, power relations with gender differences are very apparent, where there is a ranking system in the social status of the market. Some of the key areas within the hierarchical system include wealth, education, and access to powerful networks, social background, and religious merits. In most of these areas, women are equal to men, if not higher. However, in the political arena and patronage networks, women are usually denied equal access and excluded on the front end. Women's activities are usually at the back-end, supporting their spouses through works in charity, public health, and social work. Women's involvement in the realm of politics still remains limited, but they are the pillars of a successful economy and education system, which is important to remove corruption, have equal access to healthcare, economic, and political opportunities, and greater protection against societal misfortunes such as domestic violence, trafficking, and forced marriages (McGrew L et al. 2004).

Obstacles for Women in Governance

The US Department of States explains that the lack of women in governance is caused by several obstacles, some which are created by this society, and others which are part of the human nature. Some of these barriers include: (1) structural obstacles – this includes the lack of role models and networking opportunities for women to understand the implications of them serving in governance roles and the effect it can have on future generations in different sectors of the public and private organizations. (2) Life style issues – this includes the work-family balance, a desire that most women have. However, it is challenging for women to attend to both in their full capacity, because either work or family

always suffers. As a result, in terms of work, women are not as quickly promoted or paid equivalent to their male counterparts which discourages and de-motivates them. If women try to give more time to work, it comes with a family price they have to pay which can include less time spent with family, family conflict, and/or social setbacks. (3) Imbedded institutional mindsets – traditionally, it is believed that promoting women can be risky because women's style of leadership is more laidback and they have other commitments with their family life which can interfere with their institutional commitment. (4) Imbedded individual mindsets – research shows that women have less desire than men to advance to the next level because they do not see as many other women as role models in governance positions, they are concerned about attending to the family life, among other reasons (2012).

Benefits for Having Women in Governance

According to McGrew L et al., there are many benefits of including women in the governance roles, even though they are often politically and socioeconomically constrained. They can contribute to maintaining an active vibrant society in many ways: (1) tackling corruption – one of the fundamental obstacles to good governance is the presence of corruption. To deal with corruption, one has to be accountable and transparent at every level of governance. Research finds that in politics, women are less corrupted than men, which is attributed to their innate nature of caretakers and well-wishers for those around them. (2) Engaging in nonviolent dispute resolution at the community level – violence can lead to political disturbance and impact the lives of everyone in the society, especially those that are susceptible to even minor changes in the economy. Violence can be caused when there is a competition for resources and power. Compared to their male counterparts, the presence of women at the frontlines of adverse interactions and public protests is usually of verbal nature, and there is minimal use of weapons. Women are perceived as less powerful and less threatening, so their engagement to resolve disputes and can bring about social change much easily and quickly, under nonviolent circumstances. This type of nonviolent activism is more common in areas of the world where women are starting to be more engaged, ex. Cambodia, and results in a citizens who are experts in conflict management and peace-building. (3) Promoting human rights and advocating for legislation on violence against women – one of the cornerstones of good governance is human rights, especially in institutions that work with post-conflict societies. There are a number of organizations that work toward women's rights, including Project Against Domestic Violence (PADV) and the Cambodian Women's Crisis Center. They engage in an array of activities such as supporting victims of domestic violence, counseling and training services, and providing with the most appropriate legal advice to assist with fighting for their rights. When women are involved in the process of expanding democratic freedom and provide protection to the vulnerable members of our society, their views are respected and strengthen the legal framework of the country, since their viewpoints and input are looked at empathetically. Also, Non-Governmental Organizations (NGOs) where women are working in abundance play an essential role in advocacy and legislation that supports and motivates all women to look up to them and fight for a change in the society in many realms, including education, political, and social. (4) Promoting cross-party connections and empowering women at the grassroots level – democratic decentralization develops mechanisms to increase people's participation in the formation of policies and considering their input in the decision making process and thus produces governance systems that are more effective. Decentralization is also closely linked to poverty reduction as reinforced by UNDP and other NGO projects. These organizations, along with others, have recently created networks to provide capacity building for women at the grassroots level, to encourage their participation in local government structures. Women are more willing than men to work across party lines and their style of leadership contributes to good governance (2004).

Policy Recommendations and Implications

There are several policies and procedures that need to be considered when aiming to increase the number of women in governance positions. It is important to address the barriers that women face when they aim to achieve these positions, and even if they do, it comes with a personal and social cost, which prevents them from staying in those positions for long. It is critical to look at institutional policies and ensure that they are family friendly such as paid maternity leave and partly paid if the leave is extended for certain reasons, flexible work hours that assist in balancing between work and family, ability to bring a child to work, and considerations of working from home during maternity leave so their leave is not completely depleted (Tower and Alkadry, 2008). For instance, if a woman has to take time for maternity leave or even spending time with their children, the organizations should consider offering them with the option of working from home and pay them the same as if they were to work onsite. This is a win-win situation for both the organization that will retain their talent and build on their expertise, and the employee is also happy and satisfied with their organization which provide them with the flexibility to attend to their family. In addition, organizations should encourage and advertise men to take paternity leave so the women have more time for themselves and work part-time if needed. This will promote women to pursue governance roles and provide their input when making decisions that are beneficial to the future of this country (Tower and Alkadry, 2008).

The impact of gender diversity at high levels on company performance should be considered more than the associated monetary profit or loss for the company. In responding to the client needs to their best ability, companies should make it a point to create teams that are reflective of the global marketplace in the respective business they are operating in. Since women comprise more than half of this population, it makes sense they also make up at least half of the clients. Institutions should consider revising the promotion system norms and roles so as to accommodate the increasing number of female graduates which might be lost talent if they are not utilized to their full potential (US Department of State).

The White House Project provides several recommendations for increasing women in top leadership positions: (1) work to achieve a critical mass of women in leadership roles in every sector, (2) use financial resources strategically, by looking through the perspective of women in different roles of representation, (3) amplify women's voices in the public arena so they can serve as role models in their top-level positions, (4) maintain accountability through setting targets and create incentives for meeting those targets and consequences for failing to meet the targets, (5) improve flexibility in

workplace structures in order to accommodate work-family balance for both men and women, and (6) collect and analyze data about women progression in leadership positions and all obstacles and opportunities that come along (The White House Project, 2009).

Conclusion

In conclusion, even though the United States is higher than other countries when looking the number of women in leadership roles, the percentage is not impressive (Figure 7).

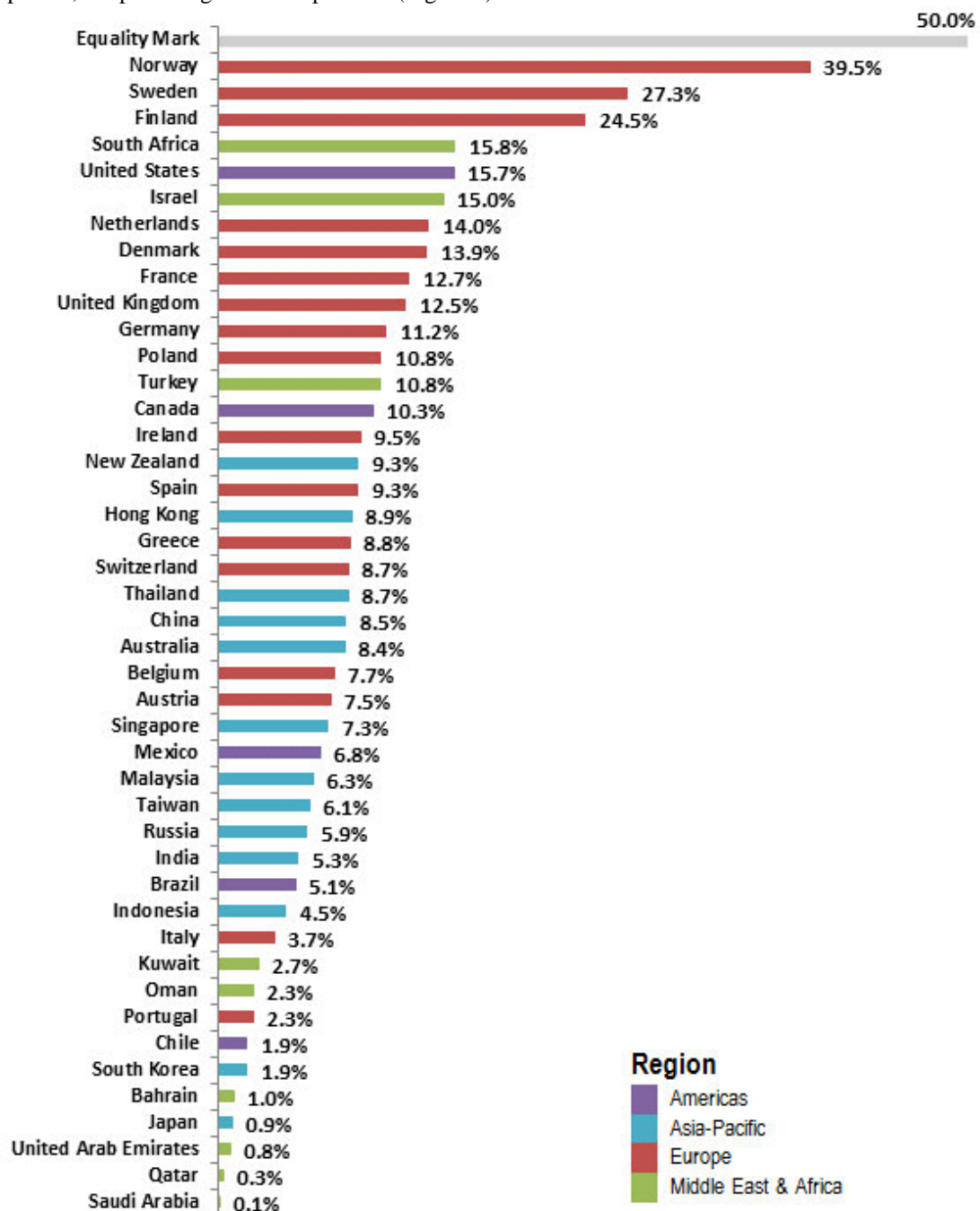


Figure 7 – Source: The Lord Davies' Report, 24 February 2011

Women's influence on public policy and governance is dependent upon many factors. Some of these include women's access to representative politics, women already in the government who may promote women's interest in the public decision making process, and conditions under which their male counterparts may consider implementing gender-sensitive public policies. Even though the proportion of women has increased in the past few year, they continue to be underrepresented and their view point are often overlooked unless they are first hand participants in the process. That is why it is important to encourage their participation and provide them guidance so they feel comfortable and confident when placed in governance roles. Their active participation can bring about gender-sensitive reform in the public sector and make them more prominent in bureaucracies, which have historically been male dominated. Also, this will promote gender equity concerns in performance measurement and legal and judicial system, in an effort to improve women's accessibility to justice.

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