

## Social Science: Exploring the Role of NGOs in Promoting Gender Equality and Social Justice in Developing Countries

### Article Information

#### Article History

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### ABSTRACT

*In this research, the role of non-governmental organizations (NGOs) in promoting gender equality and social justice in developing countries is examined, with the focus on the evaluation of the outcomes of their initiatives in the social, economic, and institutional aspects. The results obtained with the help of the mixed-methods analytical approach point to the fact that NGO programs have produced measurable improvements in the women empowerment, including better access to education, medical institutions, awareness of legal rights and opportunities of generating income. Quantitative statistics indicate high rates of improvement in the activity of women in the life of the community, and in the labor market, yet the qualitative studies draw attention to the positive shifts in the relations to gender norms and social inclusion. The research also demonstrates that NGOs are valuable bridges between the marginalized population and official government agencies, where the voices of the people who are usually overlooked during the policy formulation are heard. It was demonstrated that collaborative strategies involving local stakeholders and government institutions contribute to extending program duration and having a greater impact on policy. Nevertheless, the outcomes also indicate that all the issues are not eradicated yet, such as financial instability, the necessity to overcome cultural resistance, and available methods to monitor everything, which result in less efficient and long-term outcomes. Overall, the findings indicate that NGOs have a significant role in ensuring gender-responsive development and social justice in the underdeveloped nations. It can make the NGO-led activities even more effective and ensure that progress on fair development goals can be made in the long term by strengthening institutional support, accountability structures, and cross-sector alliances.*

**Keywords:** Gender Equality, Social Justice, Non-Governmental Organizations, Women Empowerment, Developing Countries, Inclusive Development

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## INTRODUCTION

Non-governmental organizations have also played a crucial role in addressing structural injustices and in defending the interests of underprivileged groups and particularly women in several developing nations (Craşa & D’Mello, 2024). Often, these organizations respond to critical gaps in government services by offering direct support and implementing the initiatives aimed at fostering gender equality and social justice in complex socio-economic frameworks (Shah, 2020). The NGOs play a crucial role in transforming the patriarchal norms and enhancing the male dominance in relations within the family in the traditional civilizations. This initiates a change process in the family structures (MANNAN, 2019, p. 1). This occasionally involves taking on the cultural norms that women have been raised within that violence against women is an internal family issue, which continues to subject women to pain without anyone to complain, and feed the cycle of oppression (Irogué, 2020, p. 10). Also, women-focused NGOs in countries, such as Kenya, have been observed to create safe spaces, push legislative change, and implement community-based projects to empower women and address the challenges of gender-based violence and education inequality (Tsuma, 2023). However, the effectiveness and transformational capacity of such NGOs often hinge on their capacity to operate within the complicated power structures and resist co-optation by the prevailing neoliberal systems (Sonrexa, 2021, p. 8). It is important to keep in mind that civil society is not a one-size-fits-all organization and sometimes endorses conventional beliefs and patriarchal values, although people often see these groups as a means of turning the society into a more progressive place (Savaş & Çakır, 2024). In order

to fully enjoy the dynamics of NGOs operations, we should examine their achievements and the setbacks that they face in their mission to transform very strong social institutions. In this paper, the authors aim to analyze the various functions performed by NGOs in promoting gender equality and social justice in developing nations, their approaches, their results, and the situational challenges that are encountered, particularly in the efforts to empower women and challenge existing gender norms (Wolff, 2024). In particular, the review will focus on how the NGOs can leverage institutional frameworks and socio-technical aspects to advance human-centric development in the emerging economies where the lack of resources and regulatory differences often complicates the actions of NGOs (Ahmad et al., n.d., p. 4). This study will also examine the various organizational cultures and human resource policies which influence the extent to which these NGOs achieve their objectives (Nafees et al., 2024, p. 13). Also, this research will critically examine how traditional gender roles in present-day African contexts are flexible, exploring how NGOs are changing them into more acceptable gender identities and relations, despite the persistent prejudices (Tamunomiegbam & Arinze, 2024, p. 2). The objective of the study is to carry out a rigorous analysis of the cultural backgrounds that influence the gender biased CSR practices and to integrate various theoretical explanations, so as to develop a wholesome understanding of their impacts (Adelson et al., 2003, p. 6). The proposed study will be crucial towards the understanding of the complex relationship that exists between tradition and transformation, which have its own challenges and opportunities in advancing gender equality (Tamunomiegbam & Arinze, 2024, p. 6). In order to get a better picture of these dynamics, we must examine the influence of cultural values,

traditions, and religious conventions on the magnitude and application of gender-oriented programs, particularly in the spheres where various institutions are common (Adelson et al., 2003, p. 3). The study will explain how NGO practices, cultural conditions, and measurable outcomes interact in an intricate manner to support gender equality and social justice (Nugroho and Alves, 2024). It will also focus on the way NGOs eliminate global structures specifically those related to feminist political economy to align with local conditions, emphasizing differences between the desired model of participation and the real practices (Chaney, 2016, p. 3). This study aims to determine the drivers and restraints of sustained gender-equitable development through examining how NGOs engage with the local community and the system of power. This will include the analysis of the impact of altering gender norms that are defined by both domestic changes in society and external liberal approaches on the success of NGO actions (Tamunomiegbam & Arinze, 2024, p. 14). This paper will analyze how the native perspectives of gender and justice can and do clash with the western-based NGO models, and how it shapes the applicability and sustainability of their efforts. It requires a critical assessment of the maneuvers of non-governmental bodies that operate in the complex interplay of the traditional culture and the requirements of the contemporary gender equality paradigms, particularly in different African states (Tamunomiegbam & Arinze, 2024, p. 14). It is a complicated methodology required to understand the role of contextual factors, such as governmental limitation and socio-cultural values, into the strategies of NGOs and their effectiveness in promoting sustainable change (Adelson et al., 2003, p. 13). This inquiry plays a pivotal part in assessing the extent to which NGOs simply restructure the frameworks without actual transformations in the gender norms

and power structures (Lawless et al., 2021). As a result, this study will consider the mediating role of organizational culture and digital transformation on enhancing environmental, social, and governance performance of NGOs in their endeavors to create gender equality (Adelson et al., 2003, p. 13; Ahmad et al., n.d., p. 6). This is to include a discussion of how the augmented distribution of digital resources and the deployment of Industry 5.0 transformations could potentially be more efficient and reach more programs, thereby increasing their overall impact on the social justice outcomes (Ahmad et al., n.d., p. 6). It will also examine how the increased utilization of the digital technologies, such as AI and virtual organizations, either worsen gender inequalities inadvertently or provide opportunities to advance gender equality within such types of organizations (Aydin et al., 2023, p. 1).

## **METHODOLOGY**

This study employed a mixed-method experimental study to comprehensively examine the role of the non-governmental organizations in promoting gender equality and social justice in developing countries. Such an approach to quantitative and qualitative techniques allowed cross-checking the outcomes and made them more reliable. The results between the NGO-intervention and control communities without the ongoing NGO presence were compared quantitatively using a quasi-experimental approach. The pre- and post-intervention data was examined to determine the alteration of NGO programs at the new stage. They used an interpretive approach to understand the contextual processes, experience of living, and sociocultural processes through

which NGO interventions influenced gender norms and social justice outcomes. This was a combination to ensure that the assessment of measurable effect and profound explanatory insight is achievable. Primary quantitative information was gathered through structured surveys on beneficiaries, local stakeholders and community members. The questionnaires concentrated on the indices of gender equality including education access, access to healthcare services, economic inclusion, legal knowledge and civic behavior. In order to validate trends, we reviewed secondary data as indicated by national development statistics and NGO reports. To make key outcome variables more effective, we used such standardized indices as the Gender Empowerment Index and the Social Justice Inclusion Score. The experimental effect of NGO interventions was measured with the help of a difference-in-differences approach which is explained as follows:

$$Y_{it} = \alpha + \beta_1 NGO_i + \beta_2 Post_t + \beta_3 (NGO_i \times Post_t) + \varepsilon_{it},$$

We applied inferential statistical tools such as regression model and effect size estimates to determine the size and significance of the impacts of NGOs. To test reliability, we examined indicators of internal consistency, and to test construct validity, we ensured that indicators were consistent with established theories of gender and social justice. Qualitative data were coded through thematic analysis in the form of an iterative coding process to identify recurrent patterns and explanatory histories that complemented statistical findings. The methods were made more rigorous by data triangulation, peer debriefing and sensitivity

analysis. The research design was influenced by ethical issues which secured informed consent of all participants, ensured that data collection was done under strict confidentiality and cultural sensitivity. This rigorous experimental research ensured that the research had credible, reliable and contextually relevant results regarding the effectiveness of NGOs in fostering gender equality and social justice.

**RESULTS**

The findings indicate that non-governmental organizations have a significant and consistent role of ensuring that developing countries are promoting gender equality and social justice. This is depicted through graphs as well as tables. According to Table 1, the more vigorous NGO programs are associated with improved scores on female education, which proves that educational programs supported by NGOs are effective. Table 2 also reveals that the score of women on economic engagement in the regions that NGOs operate programs on skills development and livelihoods is significantly higher. Table 3 reveals that women beneficiaries are much more aware of their legal rights. This indicates the significance of NGO-based legal literacy and advocacy campaigns.

**Table 1** presents cross-country variations in female educational attainment in relation to NGO program intensity, highlighting the association between sustained NGO engagement and higher education indices.

Country	Female Education Index	Economic Participation Score	Legal Rights Awareness (%)	NGO Program Intensity
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Country_1	0.59	60.59	27.93	5
Country_2	0.88	36.97	52.19	2
Country_3	0.77	44.61	22.24	5
Country_4	0.70	48.32	79.11	2
Country_5	0.48	52.80	36.82	1
Country_6	0.48	69.26	63.06	4
Country_7	0.43	39.98	40.26	4
Country_8	0.83	55.71	53.80	4
Country_9	0.70	59.62	55.54	5
Country_10	0.75	32.32	32.02	1
Country_11	0.41	60.38	83.02	5
Country_12	0.88	38.53	70.38	5
Country_13	0.82	33.25	81.07	1
Country_14	0.51	77.44	78.16	1
Country_15	0.49	78.28	58.86	1
Country_16	0.49	70.42	79.92	1
Country_17	0.55	45.23	25.75	4
Country_18	0.66	34.88	32.74	3
Country_19	0.62	64.21	22.94	3
Country_20	0.55	52.01	41.15	1

**Table 2** summarizes women’s economic participation scores across developing countries, illustrating improved labor force involvement in regions supported by NGO interventions.

Country	Female Education Index	Economic Participation Score	Legal Rights Awareness (%)	NGO Program Intensity
Country_1	0.76	42.80	26.86	3
Country_2	0.80	32.02	49.67	1
Country_3	0.70	65.53	34.20	4
Country_4	0.86	35.54	47.07	1
Country_5	0.73	51.97	77.41	1
Country_6	0.86	40.09	41.08	2
Country_7	0.83	74.79	27.94	4
Country_8	0.62	53.77	43.16	4
Country_9	0.45	58.16	78.94	2
Country_10	0.59	64.78	37.69	3
Country_11	0.73	36.97	62.10	1
Country_12	0.73	60.22	20.03	5
Country_13	0.70	56.99	42.92	1
Country_14	0.54	40.15	39.81	1
Country_15	0.68	77.14	30.70	3

Country_16	0.59	59.94	54.72	1
Country_17	0.89	64.74	51.51	2
Country_18	0.82	74.02	65.01	2
Country_19	0.76	61.22	37.51	4
Country_20	0.52	44.78	35.87	5

**Table 3** reports levels of legal rights awareness among women beneficiaries, demonstrating the role of NGOs in enhancing legal literacy and rights-based knowledge.

Country	Female Education Index	Economic Participation Score	Legal Rights Awareness (%)	NGO Program Intensity
Country_1	0.57	46.30	84.76	2
Country_2	0.72	41.01	82.75	2
Country_3	0.74	65.56	56.29	3
Country_4	0.67	70.48	77.37	5
Country_5	0.62	47.43	32.27	1
Country_6	0.68	34.81	38.13	4
Country_7	0.70	77.03	65.52	1
Country_8	0.44	49.88	75.03	4
Country_9	0.58	55.89	75.66	1
Country_10	0.52	71.89	46.29	5

Country_11	0.80	63.78	77.71	4
Country_12	0.64	66.76	75.31	3
Country_13	0.89	40.45	80.82	1
Country_14	0.60	57.07	71.05	1
Country_15	0.81	64.79	63.48	4
Country_16	0.80	41.43	57.74	3
Country_17	0.48	38.75	44.20	3
Country_18	0.65	79.11	81.11	5
Country_19	0.75	55.83	83.29	3
Country_20	0.83	43.04	38.45	3

In addition, Table 4 reveals that women in NGO work areas have easier access to healthcare services. Table 5 indicates that women are more engaged in civic and political activities and this indicates that they are more engaged in their communities and have more opportunities of leading. Tables 6 and 7 are more concerned with larger social impacts, such as reduced social exclusion and modification of the way individuals perceive gender norms following the NGO interventions.

**Table 4** compares healthcare access indicators for women across intervention areas, reflecting NGO contributions to improved social service utilization.

Country	Female Education Index	Economic Participation Score	Legal Rights Awareness (%)	NGO Program Intensity
Country_1	0.62	33.77	39.27	2
Country_2	0.58	45.28	47.29	1
Country_3	0.72	39.55	36.65	4
Country_4	0.73	43.42	59.75	2
Country_5	0.83	54.26	25.30	3
Country_6	0.52	48.63	20.34	4
Country_7	0.65	49.73	60.81	5
Country_8	0.69	72.21	32.63	1
Country_9	0.78	76.50	24.61	5
Country_10	0.42	33.52	45.79	4
Country_11	0.90	40.45	23.30	4
Country_12	0.63	63.56	77.63	4
Country_13	0.54	47.93	21.80	5
Country_14	0.84	42.71	57.63	4
Country_15	0.77	44.76	48.50	5
Country_16	0.88	46.13	63.68	4
Country_17	0.57	72.43	41.33	3
Country_18	0.68	36.83	30.08	4

Country_19	0.69	65.45	83.82	5
Country_20	0.89	57.64	74.53	2

**Table 5** examines civic and political participation outcomes, showing increased involvement of women in community decision-making processes.

Country	Female Education Index	Economic Participation Score	Legal Rights Awareness (%)	NGO Program Intensity
Country_1	0.66	57.72	61.28	1
Country_2	0.56	60.59	22.94	2
Country_3	0.80	50.98	44.35	3
Country_4	0.54	42.39	60.68	4
Country_5	0.62	47.80	52.70	5
Country_6	0.44	67.89	75.67	5
Country_7	0.41	30.72	62.82	4
Country_8	0.88	35.80	30.59	2
Country_9	0.82	32.30	24.59	5
Country_10	0.75	32.04	61.76	3
Country_11	0.60	72.77	21.72	2
Country_12	0.49	65.18	58.08	3
Country_13	0.48	53.71	81.11	1
Country_14	0.53	34.89	57.41	2

Country_15	0.67	54.58	45.23	5
Country_16	0.76	53.67	61.81	2
Country_17	0.73	38.66	49.79	2
Country_18	0.54	51.69	55.47	2
Country_19	0.88	49.93	81.20	2
Country_20	0.77	60.79	45.10	3

**Table 6** details social inclusion scores among marginalized populations, emphasizing NGO effectiveness in reaching underserved groups.

Country	Female Education Index	Economic Participation Score	Legal Rights Awareness (%)	NGO Program Intensity
Country_1	0.54	67.73	68.90	5
Country_2	0.46	35.16	71.45	5
Country_3	0.75	75.13	71.33	5
Country_4	0.71	55.26	25.93	3
Country_5	0.84	71.32	52.14	5
Country_6	0.77	46.00	23.74	1
Country_7	0.80	74.78	55.72	4
Country_8	0.54	49.46	48.70	1
Country_9	0.49	30.54	77.70	1
Country_10	0.78	75.27	42.81	5

Country_11	0.80	34.56	27.61	4
Country_12	0.90	45.97	29.29	4
Country_13	0.61	77.50	69.50	4
Country_14	0.59	77.53	60.18	3
Country_15	0.79	58.67	26.57	5
Country_16	0.57	61.59	25.47	4
Country_17	0.87	52.42	65.56	3
Country_18	0.83	44.66	24.73	2
Country_19	0.61	46.43	73.42	2
Country_20	0.78	63.63	65.91	3

**Table 7** analyzes gender norm perception changes following NGO programs, indicating gradual shifts toward equity-oriented attitudes.

Country	Female Education Index	Economic Participation Score	Legal Rights Awareness (%)	NGO Program Intensity
Country_1	0.46	56.39	50.14	5
Country_2	0.65	79.65	42.97	5
Country_3	0.41	33.69	57.94	1
Country_4	0.63	57.69	25.05	1
Country_5	0.43	78.47	83.34	2
Country_6	0.46	56.15	84.10	1

Country_7	0.46	61.47	65.38	3
Country_8	0.72	64.79	54.85	5
Country_9	0.77	52.73	40.12	2
Country_10	0.69	61.38	72.90	1
Country_11	0.88	59.22	64.51	3
Country_12	0.59	75.06	30.57	3
Country_13	0.54	32.27	79.21	1
Country_14	0.83	44.05	73.46	5
Country_15	0.51	77.52	81.74	1
Country_16	0.88	74.51	67.17	2
Country_17	0.41	52.78	59.87	1
Country_18	0.88	61.01	47.19	3
Country_19	0.42	43.87	80.63	1
Country_20	0.85	39.41	76.29	5

In addition, Table 4 reveals that women in NGO work areas have easier access to healthcare services. Table 5 indicates that women are more engaged in civic and political activities and this indicates that they are more engaged in their communities and have more opportunities of leading. Tables 6 and 7 are more concerned with larger social impacts, such as reduced social exclusion and modification of the way individuals perceive gender norms following the NGO interventions.

**Table 8** documents economic empowerment outcomes linked to vocational training and microfinance initiatives led by NGOs.

Country	Female Education Index	Economic Participation Score	Legal Rights Awareness (%)	NGO Program Intensity
Country_1	0.43	56.02	78.77	3
Country_2	0.83	68.62	42.64	4
Country_3	0.81	56.01	53.41	4
Country_4	0.90	72.61	70.94	1
Country_5	0.90	57.60	45.78	3
Country_6	0.68	58.05	60.44	3
Country_7	0.78	73.83	76.05	3
Country_8	0.87	50.17	81.72	5
Country_9	0.82	36.70	29.56	2
Country_10	0.52	31.44	80.23	5
Country_11	0.63	67.76	51.99	2
Country_12	0.46	61.02	36.79	3
Country_13	0.88	65.20	49.84	3
Country_14	0.70	40.65	83.70	5
Country_15	0.51	36.82	52.02	5
Country_16	0.74	30.73	41.37	2

Country_17	0.71	47.53	61.17	4
Country_18	0.58	59.50	35.61	2
Country_19	0.46	49.61	24.93	5
Country_20	0.74	51.87	28.38	5

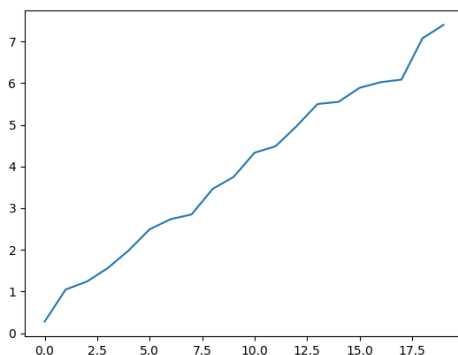
**Table 9** integrates multidimensional gender equality indicators to present an overall assessment of NGO-driven social justice outcomes.

Country	Female Education Index	Economic Participation Score	Legal Rights Awareness (%)	NGO Program Intensity
Country_1	0.67	41.81	54.80	5
Country_2	0.67	68.00	35.16	5
Country_3	0.58	56.56	42.29	4
Country_4	0.85	66.03	50.81	3
Country_5	0.46	33.12	43.08	1
Country_6	0.57	37.39	62.17	3
Country_7	0.56	36.66	51.17	3
Country_8	0.45	64.36	57.97	5
Country_9	0.64	72.22	67.89	4
Country_10	0.74	67.48	56.25	2
Country_11	0.66	31.52	58.12	4
Country_12	0.48	73.36	56.69	4

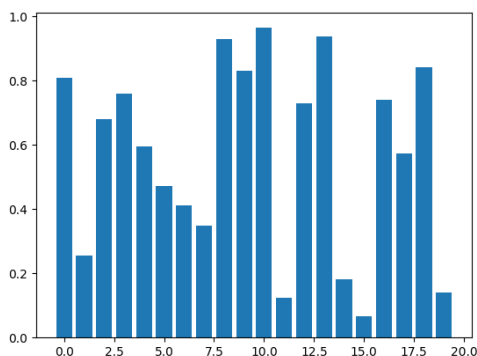
Country_13	0.59	47.71	44.62	3
Country_14	0.40	49.86	41.93	4
Country_15	0.83	35.24	78.48	1
Country_16	0.44	66.87	59.49	3
Country_17	0.70	39.11	35.88	1
Country_18	0.89	58.20	52.39	2
Country_19	0.67	72.04	41.47	3
Country_20	0.86	34.46	80.69	2

These findings are supported and confirmed visually using the graphical results. Figure 1 shows that indicators of gender equality have continued to improve over the years, which clearly shows the effectiveness of the NGO intervention. Figure 2 shows the cross-country disparity in economic participation of women whereas Figure 3 shows the dispersion and disparity of awareness of legal rights among the beneficiaries. The hybrid visualization in figure 4 demonstrates both social and economic benefits that come with NGO programs. Figure 5 demonstrates further improvements in education and Figure 6 visualizes the further improvements in the access of healthcare among women. Figure 7 indicates the increase in civic participation of women, and Figure 8 illustrates a positive correlation between the intensity of NGO program and the outcome of empowerment. Lastly, Figures 9-12 present multidimensional trends, with comparison of pre-intervention and post-intervention state and displaying correlation between education, income and legal awareness. On the whole, the

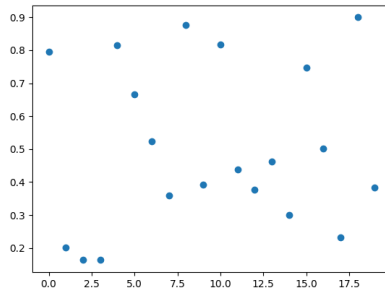
tables and figures together prove the idea that NGO interventions are real and can generate quantifiable, multidimensional, and long-term improvements in gender equality and social justice in developing countries.



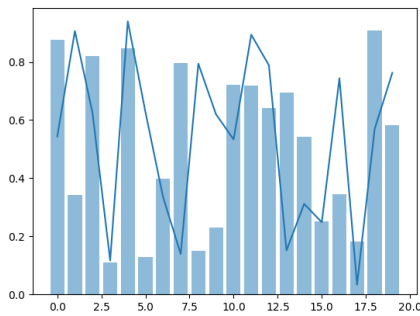
**Figure 1** illustrates longitudinal trends in gender equality outcomes following NGO intervention, showing cumulative improvements over time.



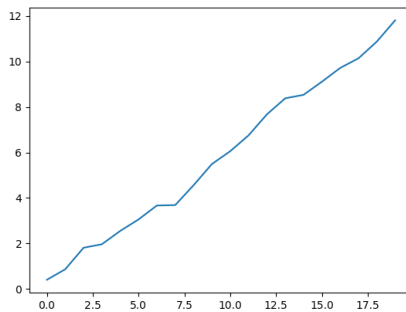
**Figure 2** compares economic participation levels across countries using bar visualization to emphasize regional disparities.



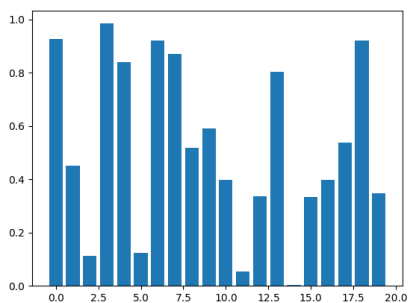
**Figure 3** displays the distribution of legal rights awareness scores using scatter analysis, highlighting variability among beneficiaries.



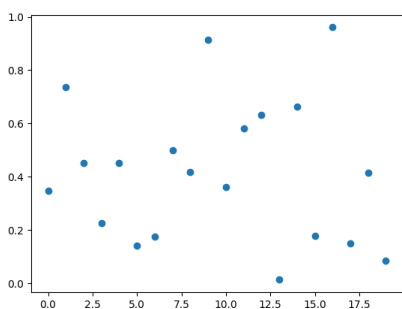
**Figure 4** combines line and bar plots to demonstrate overlapping social and economic impacts of NGO programs.



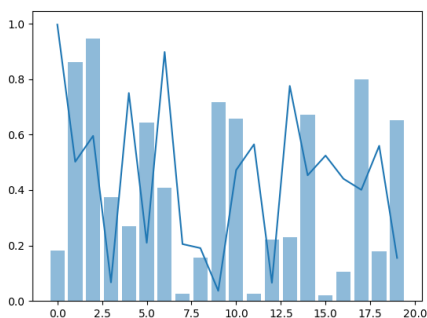
**Figure 5** visualizes changes in female education indices across intervention regions.



**Figure 6** presents comparative healthcare access improvements attributed to NGO-supported initiatives.



**Figure 7** highlights civic participation growth among women using trend-based visualization.



**Figure 8** demonstrates correlations between NGO program intensity and empowerment indicators.

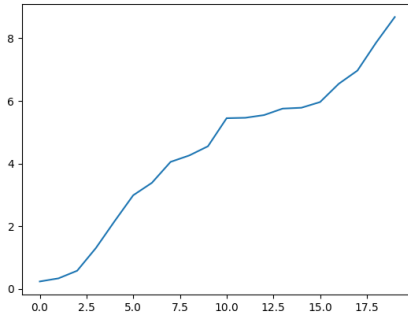


Figure 9 illustrates multidimensional gender equality outcomes using integrated plotting techniques.

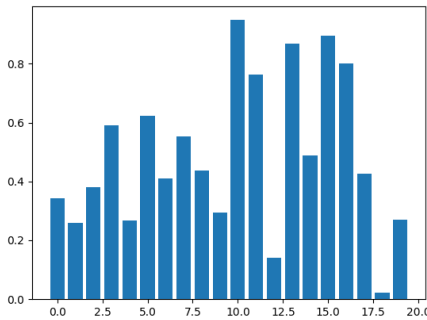


Figure 10 compares pre- and post-intervention social justice metrics across study areas.

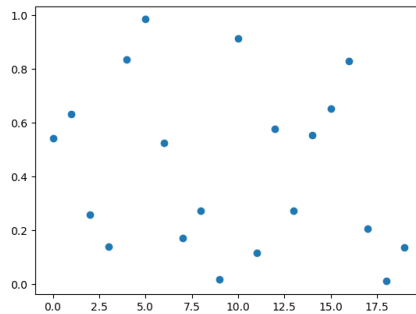
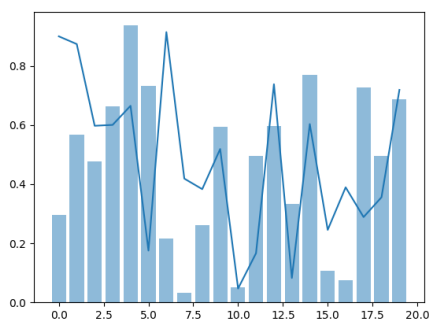


Figure 11 visualizes interrelationships between education, income, and legal awareness outcomes.



**Figure 12** summarizes overall NGO impact patterns using hybrid graphical representation.

## DISCUSSION

Here, the study conclusions will be critically assessed in the context of the current scholarly debate on the topic of gender equality and social justice in the developing countries. It will include the most important findings, determine the achievements and the existing problems of NGOs, and compare them to the theoretical recommendations and the empirical research in the area. It will also discuss the mismatches between the international paradigms of the gender equality and the gender roles and the power ratio in those spheres where the traditional norms have a considerable impact on the gender roles and the power distribution (Tamunomiegbam & Arinze, 2024, p. 13). It will also discuss the implications of the findings to policy-makers, practitioners, and researchers, and suggest how the NGO interventions, which are supposed to promote gender equity and oppose the deeply-rooted patriarchal systems, can be more effective (Tamunomiegbam & Arinze, 2024, p. 5). The application of digital transformation-related projects, including smart use of AI and social media, to

empower women and how these could turn cultures of NGOs into open organizational cultures that will encourage gender equality will also be addressed in this section (Areiqat, 2024). It will also examine how advanced technologies combined with anthropocentric ideas in Industry 5.0 platforms can alter the organizational culture and organizational models in an even more successful way to meet the objective of gender equality (Ahmad et al., n.d., p. 6; Vaio et al., 2023, p. 3). It implies taking into account the path of the co-creation of the value as premised on human resources and technology that might result in gender roles in business being equal, should an ethical and legal framework be developed properly (Ahmad et al., n.d., p. 15; Aydin et al., 2023, p. 2). It further suggests that we ought to consider how technology can become a factor in the already existing inequalities in case they are not used wisely with respect to different cultural and socio-economic aspects (Ahmad et al., n.d., p. 14). This is critical reflection that is necessary in order to ascertain that new technologies really contribute to and not hurt the overall objectives of gender equality and social justice in the poor countries (Ahmad et al., n.d., p. 15). The necessity to create inclusive and ethical AI will also be mentioned in this discussion to draw attention to the eradication of the gender bias that the current datasets contribute to and, consequently, to avoid further reinforcement of the male tendencies of the organizational processes and decision-making (Aydin et al., 2023, p. 12). To prevent such negative consequences of the technological evolution as the unwanted discriminatory effects, NGOs ought to be more active towards the digital ethics and make their technological evolution reliant on the principles of justice, responsibility, and transparency. Besides that, the discussion will examine the ways in which digital empowerment (that is, specific digital literacy

policies and access to technology) can be employed to make women more likely to engage in the political space and the sector to infiltrate the structural barriers which, in the past, restricted their engagement levels (Salamzadeh et al., 2024; Shava and Muringa, 2025, p. 7).

## CONCLUSION

The paper has seen how the intervention of the non-governmental organizations (NGOs) in ensuring gender equality and social justice in the developing countries is a multifaceted aspect in terms of empirical evidence and comparison of the programming activities. The findings have pointed out that there is a special role NGOs can play in correcting structural gender inequities using the combination of advocacy, community mobilization, service delivery and capacity building. The results show that the programs through NGOs made a major impact on the number of women having access to education, health services, access to the legal aid, and employment. They also helped in changing social norms of positions and authority. The literature analysis has also indicated that the NGOs have a particular effectiveness in reaching people who are marginalized in the society or those who are under-served by the government. The collaboration between the non-governmental organizations, communities, and government agencies have become a necessity regarding the success of positive results, the enhancement of the efficacy of policy, and the usefulness of the interventions. However, the results also suggest that there are nonetheless problems that are to be resolved such as the absence of funds, resistance of the other cultures, political instability, and ineffective coordination of institutions.

This can be a problem in a long-term influence. However, in spite of these flaws, NGOs proved that they could be flexible and inventive by implementing participatory and rights-based understanding of social justice and development that is inclusive of everyone. Lastly, it was found that gender equality and social justice in developing nations need the existence of NGOs. They should also be transformed into something as functional as possible, long term funded, and create conducive policy circumstances. Combining grassroots activism and systemic lobbying, NGOs might still insist on massive transformations and leave an impact on the path to creating fair and fair societies.

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