

Addis Ababa University College of Business and Economics

Department of Public Administration and Development Management

Assessment of Women Army Members' Empowerment at Strategic and Operational Leadership Positions; The case of Ethiopian Ministry of National Defence.

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APPROVAL

As member of the Examining board of the Final MA open Defense, we certify that we have read and evaluate the thesis prepared by Haile G/michael entitled on Women army members' empowerment at strategic and Operational leadership positions, the case of ministry of Ethiopian National Defense and recommend that be accepted as fulfilling the thesis requirement for the degree of MA in Public Administration and policy in Addis Ababa University.

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Name of External Examiner	Signature	date
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Declaration

I hereby declare that this submission is my own work towards the partial fulfillment of the requirement for the Master of Public management and policy (MPMP) in Addis Ababa university to the best of my knowledge, it contains neither materials previously published by another person nor materials which have been accepted for the award of any other degree by Addis Ababa or any other university.

Name of Student, Haile G/michael Gidey (GSD/0263/07); Signature …….
Date of Submission: June, 2017

Acrronym

EFDR Ethiopian Federal Democratic Republic
GTP Growth and Transformation Plan

MDG Millennium Development Goal

UN United Nations
UNDP United Nations Development Program
WAD Women Affairs Directorate

GEM Gender Empowerment Measures

GO Governmental Organizations

MoFED Ministry of finance and economic development

TPLF Tigrai people Liberation Front

EPRDF Ethiopian People Revolutionary Democratic Front

EPRP Ethiopian People Revolutionary Front

ANDM Amhara National Democratic Movement

UNIDO United Nations International Development Organization

ECA Economic Commission for Africa

UNDAW United Nations Division for the Advancement of Women

UNESCO United Nations Educational Scientific and Cultural Organization

FAO Food and Agriculture Organization

NWM National Women's Machinery

NGOs None Governmental Organizations

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ABSTRACT

Issues of women empowerment and participation in high leadership or decision making positions are becoming the centre stages in the discourse of global development. Enhancement of women participation and improve their empowerment with intent to the gender equality has to get due focus to enable them uplifted to the decision making role they can play.

Role of women in defence strength and effectiveness in the same way is crucial and has to get special concern and commitment of the leadership, put ways of enforcement mechanism for the success.

The problem pushed the researcher to make his study on women empowerment was that due to his work field, he had an opportunity to meet leaders at all levels of leadership and observed there was no woman at strategic and operational leadership positions; all the stated positions were seen occupied by men leaving all high ranked women at third lower level/ tactical/ leadership positions and struck him to make his study on the Assessment of Women army members' empowerment at strategic and Operational leadership positions.

The objective of the study was to assess the current gap on women empowerment at strategic and operational leadership positions in national defence i.e. To justify leadership positions occupied by women as compared to men and To identify the challenges that hinder women to come up to the stated positions through the questions specified as, Do women in the national defence enjoy empowerment in strategic and operational leadership positions equal to the men? What areas of leadership positions do women occupy in the organization as compared to men? What challenges hinder women to come up to the stated leadership positions? That answered successfully. Method of the study was both quantitative and qualitative research approaches so as to meet the set objectives. The findings collected from the study showed that there are challenges such as absence of gender related guideline, lack of enforcement mechanism to the gender mainstreaming issues incorporated in organizational laws, Lesser effort on women capacity building, Lack of commitment and accountability on all the concerned leaders to identify the gap and put strategic direction to fill the gap. Therefore, The organization has to put implementation mechanism as mere presence of policy and strategic documents has no value, women have strengthen their organization to have power and show commitment to enforce the rights they have; male have to be endured to put their all round support.

Chapter one:

1. Introduction

1.1. Background of the Study

Women engagement in armies started since wars in the world have started dealing human settlements. While tribes and/or states tried to occupy others for the fulfilment of their wishes, they were facing defensible force from the other sides and obliged to participate women to strengthen their army. Role of women in military has been a dominated as for most battlefields still remains the domain of men. Women are yet to be considered as strong as men to cope with the brutalities of war though technological progress has changed the nature of warfare and opened up more army jobs for women now. In democratic societies, issues of women equal engagement in all combat positions are main concerns. In guerrilla movements, women had pivotal role though they left in peace time. Apart from the guerrilla movements, women were serving at leadership positions in formal armies of many countries. E.g. In countries like USA, women have got the chance to get higher ranks such as the first woman to obtain the rank of vice admiral in the Navy equivalent to Lieutenant General; The first woman to obtain full rank of General of the Army's highest rank who assigned to be the Commanding General of U.S. Army Materiel Command. The first woman to hold the Air Force in 2012 and currently serving as the Commander of the U.S. Air Force material command. Women started to serve in the army long time before meanwhile the notable one was during 1967. In the current situation, number of women in higher decision making positions having full rank of Generals and/or other higher officers in the army's Air, Navy and ground forces of the country. This shows that women started to assume decision making rights and be empowered though less in number comparing to men (world fact book 2016).

In Britain, in the aftermath of world war two, numbers of women started to serve being higher army leaders and grown up their participation in higher leadership positions which becomes usual in the current situation.

In India, women started to engage in the military since 1943 about four years prior to the independence of the country that held in 1947. They played important combat and leadership role in the war between India and Pakistan in Kashmir then gradually they reached the rank of Generals.

As documented by Clapham, (1998); in Africa, A number of anti-colonial and civil wars took place to gain independence or minority rule. Some of the earlier anti-colonial wars were in countries like Algeria, Guinea Bissau, Cape Verde, and later against settler colonials in Zimbabwe, Namibia, Angola, Mozambique, South Africa, and so on. Nationalist movements and their revolutionary armies refused to accept the authority of the European minority incumbent regimes and demanded majority. Number of civil wars had sustained in different African countries for a variety of reasons, but mainly with the goal of overthrowing indigenous governments that were often perceived as corrupt and repressive. Some of them were Uganda, Somalia, Liberia and Ethiopia. (Clapham, 1998)

Participation of women in African armies started from the early times but accelerated around 19th century in relation to the situations of civil wars and colonial occupation movements. Writers admirably wrote the heroic women performances in war fields. E.g. Historian Linda Grant De Pauw expressed them as "Women have always and everywhere been inextricably involved in war but hidden from history. During wars, women are ubiquitous and highly visible; when wars are over and the war songs are sung, women disappear." Notably the 19th-century Dahomey Kingdom mobilized substantial numbers of women combatants, and thereby clearly increased their military effectiveness. Domestic political structures and ideologies appear central to the Dahomey (current Benin) and Soviet deployments of women soldiers. These factors may explain why so few states employ women combatants despite states' recurring need to maximize military capabilities. (Goldstein (2001)

In the 18th and 19th century, Dahomey Kingdom of West Africa was with large-scale female combat units that functioned over a long period as part of a standing army due to an aggressive clan conquered of its neighbors and to expanded its territory to capture and trade slaves to Europeans for guns and was rightly feared by its neighbors. Apparently number of women in the army ranged from about 800 early in the 19thcentury to over 5,000 combat forces at the mid-century peak varying from under one-tenth to over one-third of the total. (Polanyi 1966)

In South Africa, women started to participate in the regular army since 1990s and had been promoted as warrant officers and Brigadiers in the permanent force; there were about

ten women colonels in the army in 1994 those empowered to decision making. Starting from 1996, they started to promote to general ranks.

Women strength as, “if undertaking a campaign, I should prefer the females to the male soldiers. women showed much courage as the men more, by several accounts and had a reputation for cruelty. There was no known case of women warriors fleeing combat, although men often did so”. Alpern (1998)

In Ethiopia, since the earliest periods of war, women served the army being courageous to men, in food support missions, warriors, information gatherers and intelligence, war leaders and war advisors…etc. A study made by Minale showed that men soldiers were brought along their wives, who in turn became involved in wars as civilian participants or as military combatants. Women also participated as strategists, advisors, translators and intelligent officers throughout Ethiopian’s history of war. Women were encouraged to participate in war mobilization and preparation efforts (Minale, 2001).
Addis Alemayehu, on his book of 1958 defined role of women in wars was impressive. He stated that Women were playing a significant role such as peacetime glorification for patriotism and brave warriors by way of occasional songs. These sentiments emanated from the fact that women related to brave warriors by blood or marriage could claim a privilege in the society. (Addis, 1958 E.C).

Some women were serving by gathering information on the whereabouts of their enemy’s lines of combat, guarded the camp with some soldiers so that it would not fall into the hands of enemy, collected booty from captives, the dead and the wounded, organizing and mobilizing reserve forces as well as communicators between their dispersed or broken army units (Tekletsadiq 1983 E.C).

Starting from the Axumite kingdom to the current, women played pivotal role in the military though their history was not told as of the men. During the imperial dynasties and later in the Dergue regime, women were not allowed to recruit in to the regular army as combatants rather than participating in glorification activities to their men, food supply and caring children of the male warriors …etc in the imperial dynasties. During the Dergue regime as of eye witness army members, women were participating in a very limited sectors especially in staff works like clerk, health workers, marsh band, dancers,

songsters …etc in a status of non-commissioned ranks. There were no women officers throughout the life time of the systems. (zelalem, 2015)

In the civil war between the Dergue regime and the gorilla organizations of Ethiopia, women stood by the side of the gorillas had full participation in all fields equal to men. E.g. in Ethiopian Peoples' Revolutionary Party (EPRP), they participated starting from the infantry up to the high leadership positions. In Tigray people Liberation Front (TPLF) and the Amhara National Democratic Movement (ANDM), high number of women had incorporated to the military and were serving in all combat fields being War commandants who reached up to division deputy commanders, administrative leaders and Public organizers, propagandists, intelligences, logistics, diplomatic and other leadership positions equal to the men and were successful on accomplishing their duties.

Institute for Security Studies. Monograph No. 85, Pretoria affirmed that the TPLF had a very highly disciplined and highly organized military force. The TPLF military was 33% female. TPLF military training explicitly emphasized issues of gender and quality. As fighters, they internalized powerful beliefs about their competence, ability and right to participate in an equal status. TPLF women report that their military socialization experience was generally empowering, unlike reports of substantial sexual exploitation and gender-based violence in other African conflicts. (Institute for Security Studies, 2003.)

Therefore, participation of women in all areas of war and civil activities on the fighters' side was equally entertained and sacrificed their lives.

During the transition period around 1994, most women had demobilized from which they gave combat service for long time with intent to pave way for the establishment of the current Federal national army and to incorporate and standardize Nation Nationalities as per the army establishment principles enshrined in the F.D.R.E constitution that stipulate "The composition of the armed forces shall reflect the equitable representation of the nations, nationalities and peoples of Ethiopia." Specifying the mandate as "The armed forces shall protect the sovereignty of the country and carry out any responsibilities as may be assigned to them under any state of emergency declared in accordance with the Constitution".

Therefore, the FDRE constitution had served as a milestone for human and democratic rights of all citizens' and acquires equal opportunities for political, economic and social

participation that gave way for the current defense organization to be established as per proclamation No 27/1996 that rooted in article 87 of the constitution

Engagement of women in the military had legalized by all the hierarchical laws of the nation in contravene to the armies of the previous systems those discriminated women from regular combat army and be empowered in. This days, as per article 4(1) of the above stated proclamation and articles 5,6 &7 of the subsequent proclamation No 809/2013, and class 4, number 16 of regulation No. 385/2016 that stipulated the criteria to be fulfilled by youngsters who wished to be recruited in the military should have fully healthy, qualified, willful, Ethiopian citizen, Ethical, loyal to the Constitution, having no criminal record and age of 18 to 22 years. The current national laws have enabled women to participate and assume power to lead even though the historical back ground and men position came hindrances.

It is true that women in the current situation have better participation in all regular armies and of guerilla movements worldwide and in Ethiopia. Meanwhile, due to organizational duties, the researcher found the chance to meet army leaders working at different levels of Ethiopian national defense and observed that there were no women leaders at strategic, operational and/or combat leaders at tactical level and struck to study the situation or the gap and the challenges there.

Empowerment in general

Initial Meanings of Empowerment from three of the first writers to relate systematically to the concept have had a most fundamental influence on the development of its use. Barbara Solomon emphasized empowerment as a method of social work with oppressed Afro-Americans. (Barbara Solomon (1976, 1985)

Julian Rappaport developed the concept theoretically and presented it as a world-view that includes a social policy and an approach to the solution of social problems stemming from powerlessness. (Rappaport (1981)

Empowerment is a process of internal and external change. He added that Empowerment as action refers both to the process of self-empowerment and to professional support of people, which enables them to overcome their sense of powerlessness, lack of influence, and to recognize and use their resources. The internal process is the person's sense or belief in her ability to make decisions and to solve her own problems. The external change

finds expression in the ability to act and to implement the practical knowledge, the information, the skills, the capabilities and the other new resources acquired in the course of the process (Parsons, 1988).

Empowerment is a social-action process that promotes participation of people, organizations, and communities towards the goals of increased individual and community control, political efficacy, improved quality of community life, and social justice (Wallenstein (2001).

Whitmore on the other hand feels the concept of empowerment needs to be more clearly defined, she states that there are some common underlying assumptions; a) individuals are assumed to understand their own needs better than anyone else and therefore should have the power both to define and act upon them; b) all people possess strengths upon which they can build; c) empowerment is a lifelong endeavor; and d) personal knowledge and experience are valid and useful in coping effectively. Empowerment as an interactive process through which people experience personal and social change, enabling them to take action to achieve influence over the organizations and institutions which affect their lives and the communities in which they live (Whitmore (2000).

Empowerment as a range of activities from individual self assertion to collective fighting, protest and enlistment that challenge basic power relations. For individuals and groups where class, caste, ethnicity and gender determine their access to resources and power, their empowerment begins when they not only recognize the systemic force that dominate them but act to change existing power relationships. Empowerment of women is regarded as a sine-qua-non of progress for a country. Hence the issue of empowerment of women is of foremost importance to political thinkers, social scientists and reformers development specialists, women activists, politicians, academicians and administrators. Empowerment is playing an active role on leadership and decision-making based authority. Jalalie (2006).

1.2. Statement of the problem

The rationale for the study of women empowerment in national defense was that as member of national defence and due to the researcher, there was an opportunity to opportunity to meet all leaders at all levels of leadership and observed number of women combatants was too less as compared to men and the previous times. All the combat army leaders were men with no single woman. On the reverse, all high ranked women have

placed at staff works in tactical level leadership positions. There was no one at strategic and/or operational leadership positions and struck the researcher to asses what makes the gap on their empowerment.

As of the study made by Tsegay (1999), women had a share of 33% during the struggle to downfall of dengue and the leadership commitment they showed in the battle field, administrative, intelligence and/or supportive staff works was irrevocable for the victory. However, in the aftermath of the downfall, majority of them had demobilized. The rest were made to stay on service delivery and acquired equal rank as of the men but lacked to assume decision making positions such as strategic and operational leadership. Here, the UN Convention on the elimination of all forms of discrimination against women asserted that nothing that the state parties to the international conventions on human rights have the obligation to ensure the equal rights of men and women to enjoy economic, social, cultural civil and political rights. This convention is obligatory to all signatory states including Ethiopia in which the national defence is a party and be obliged to go through. The FDRE constitution also guaranteed that Women's rights to equal participation and benefits with men must be seen in overall economic, political and Social progress with special attention to affirmative action. (Tsegay 1999), (CEDAW 2000),

1.3. Research questions

The following questions were raised to assess the gap on empowering women in the organization:

- Do women in the national defence enjoy empowerment in strategic and operational leadership positions equal to the men?
- What areas of leadership positions do women occupy in the organization as compared to men?
- What challenges hinder women to come up to the stated leadership positions?

1.4.Objectives of the study

The objective of the study includes both the general and specific objectives:

1.4.1. General Objective

The general objective of the study was designed to investigate the current situation of women empowerment and assess the gap in enjoyment of the strategic and operational

leadership positions with the aim to see possible strategies to enhance their empowerment for their benefit and of the organization's strength.

1.4.2. Specific Objectives

- To assess the current condition of women empowerment at strategic and operational leadership positions comparing to men.
- To justify leadership positions occupied by women as compared to men.
- To identify the challenges that hinder women to come to the stated leadership positions.

1.5. Significance of the study

Gender equality or equal participation of women in political, economic and social affairs to men is recognized in different international agreements. Ethiopia is a signatory for many of the agreements and legitimized them in article 9 of the F.D.R.E. constitution. As human beings at large and of nationals of the country both men and women have equal right and obligation at the political, economic and social spheres of the country have guaranteed the rights stipulated under articles of 25 of the F.D.R.E. constitution for their equality without discrimination; article 35 for the right to vote and be elected and article 89 for equal participation and benefit from the economic performance. Although most of the rights enshrined in the national laws pertaining to their human rights come realised, women empowerment in the defence decision making is seen yet to be improved brought to the study.

The study is expected to assess the gap and the reasons behind relating to women internal factors and external factors related to the supportive offices and stake holders. The study's last target was to show what measures to be taken to fill the gap through the organizational leaders and support future researchers as the base or literature for specific studies on gender issues.

1.6. Delimitation /Scope/ of the Research

Ethiopian national defense by its nature is scattered throughout the country and unable to cover all the geographic location in which the army settled due to lack of sufficient time, budget and other constraints. Then, the researcher was selective on the area of delimitation to be covered. Therefore, the departments compatible with the strategic and operational activities were selected as main concern; to acquire strong information, the researcher was also covered other departments which have employees with rich information on the issue.

Accordingly, four main departments were taken out of the nine; i.e. Health main department for it included more than one hundred seventy high ranked and well experienced women; Logistics main department for having collected higher number of employees and enabled to get better information; Human resource main department was selected as it mandated to support human resource and have direct contact with women organization and development, Education and training main department dealing the mandate it has on capacity building or women training and education. The other important offices nominated by the researcher were the main directorates which mandated in the operational leadership category; there were two main directorates namely Indoctrination main directorate and policy and strategy main directorate and have made to be covered by the study. The other important departments levied in higher tactical level and chosen to be part of the study were four in number; i.e. women affairs directorate as the office employed to work with gender issues. The second one was Defense Ethics directorate with intent to get rich information from its long experienced employees. The third important departments were the Union Military Staff College resided in Mekelle and Defense command and Staff College located in Addis Ababa selected relating to the capacity building they were playing on women and to enable the researcher to see how their entrance criteria was favorable to women and get real data of women students pass through. Other offices covered by the study were infrastructure sector, Defense police, and Defense foundation center nominated to enable the researcher see how they were working with women empowerment as they all had employed numbers of women.

Therefore, more than half of the departments and both the colleges have been made to be covered. Totally ten of twenty one offices have covered by the study.

1.7. Limitation of the Study

Shortage of relevant literatures to the topic under assessment has been the great challenge that the researcher encountered during the study. Thus, only one research was found on the issue related to national defense. Moreover, on the process of data collection, security issues were equally front challenges that obliged to get permit from each head prior to the process. Some of the respondents were also reluctant to fill and gave back the questionnaires in due time reflecting no change will happen. Some of those chosen for interview were looking feared to appear and say what they experienced. The other limitation of the study was shortage of time as the researcher had office responsibility and lacked budget for different purposes as it was not funded back by the university and lacked

other source. However, most problems were solved by the researcher's effort employing different approaches but time shortage went up to the end.

1.8. Operational definition

- Leadership is a position given to leaders in the levels of leadership in the organization. It is the position of a leader or the ability to lead or influencing others to understand and agree about what needs to be done and how to do collective efforts to accomplish shared objectives.
- Strategic leadership as mentioned in definition No 13 of defense regulation No 385/2016, includes the Defense minister, the Chief of general staff of the armed forces, The deputy of the general staff, the state minister of the ministry of defense, the Commander of a command, Air force commander and heads of main departments that have the power to make strategic decision on the strategic issues of the ministry.

- Operational leadership**:-** as of the Defense regulation, is the leadership that ensures organizational missions are effectively carried out, monitoring performances that are conducted and sustained to accomplish strategic objectives ,take action on the operational issues based on the order of the upper leadership, Addressing constraints; Link tactical and strategic leaders. As per the command and staff college instructors', Operational leadership includes main departments, as a unit including the deputy commander excluding the commander, the Command as an entity with deputy commander excluding the commander, Air force deputy commanders with the whole organization and main directorates.

- Position: categorical variable that refers to the job title.
- Empowerment: enhancing an individual's or group's capacity to make choices and transform those choices into desired action and outcomes (Alsop and Heinsohn, 2005).
- Affirmative action A measure taken to provide special attention to women in order to enable them to compete and participate on an equal basis with men in political, economic and social conditions in public and private institutions and in the society at large.
- Work Experience**:** refers acquisition of experience through service giving.
- Decision making: as of management study guide, Decision-making is an integral part of modern management that defined as a course of action purposely chosen from a set of alternatives to achieve organizational or managerial objectives or goals. Decision making process is continuous and indispensable component of managing any organization or

business activities. Decisions are made to sustain the activities of all business activities and organizational functioning. Decisions are made at every level of management to ensure organizational or business goals are achieved. Further, the decisions make up one of core functional values that every organization adopts and implements to ensure optimum growth and drivability in terms of services and or products offered.

- Assertiveness is developing ability to express yourself clearly and directly, listen clearly and communicate effectively. (info@ara.ac.nz.)

  Assertiveness denotes to one's ability to clearly state what she/he wishes and to stand up for oneself. It is an important element of women's empowerment as it helps an individual to get what she wants. (Chamberlin 1997).

- Ability to make choices: as expressed in business dictionary is free and independent choice; voluntary decision: You took on the responsibility of your own free will. Express personal choice. Think and act voluntarily. Believe that human beings can be the authors of their own actions and to reject the idea that human actions are determined by external conditions or fate. Psychology of choice defined it as the option to choose is something that we no longer just value but now *expect* - it is a prerequisite to all democratic institutions that people are given the option to *choose* between two or more candidates or ideas.
- Skill acquisition as of cognitive atlas is the process of learning to perform a task or set of tasks with increasing facility. Typically implies the formation of procedural. As of the business dictionary is also an ability and capacity acquired through deliberate, systematic and sustained effort to smoothly and adaptively carryout complex activities or job functions involving ideas (cognitive skills), things (technical skills) and/or people (interpersonal skills).
- Capacity building is defined as the "process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world."
- Commands are the defense organizational structures named by North command, East command, Central command and Western command that have included divisions.
- Commandant**s** are the defense colleges heads.

1.9. Organization of the study

The study consists of five chapters; the first chapter contains the introductory part, which provides the basis for the other chapters and consist background, statement of the problem, objective of the study, significance, delimitation (scope), and operational definition of key terms. The Second chapter is review of related literature. third chapter covers research design and methodology of the study, the fourth chapter contains Data analysis and discussion and the fifth chapter covers conclusion and recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter discusses different definitions of women empowerment, Dimensions of women empowerment, Measurements of women empowerment, Factors affecting women empowerment, Women Empowerment practices under the three consecutive regimes andwomen in military leadership.

2.2. Defining women Empowerment

There are many definitions of the term 'empowerment'. For some, achieving empowerment is closely associated with addressing the underlying causes of disempowerment and challenging the disadvantages caused by the way in which power relations shape choices, opportunities and well-being. For example, empowerment in the black and civil rights movement of the US was understood mainly in relation to racial empowerment through the growing influence of African Americans in political and social participation. Moreover, empowerment can also be seen in the efforts working with minority with the aim of integrating them equally into the official education system, at the same time maintaining their identity and cultural heritage alive (Luttrell, et al, 2009).

Empowerment mainly references to power that develops and is acquired people are managing to gain more control over their lives, either by themselves or with the help of others; the form to be empowered relates what is both a process and an outcome to the effect to obtain a relative degree of ability to influence the word. (staples, 1990)

"Empowerment is the expansion in people's ability to make strategic life choices; Empowerment is change in the ability to exercise choice can be thought in terms of changes in three inter-related dimensions which make up choice: resources, form the conditions under which choices are made; agency which is at the heart of the process by which choices are made; and achievements, which are outcomes of choice. These dimensions are inter-dependent because changes in each contributes to, and benefits from, changes in the others. Thus the achievements of a particular moment are translated into enhanced resources or agency, and hence capacity for making choices, at a later moment in time" (Kabeer, 2001).

As of UNECA, (2008) Empowerment is both a process and an outcome; it is about enabling people to take control over their lives, setting their own agendas, and developing their self-reliance. This requires supporting them to acquire skills and build their self-confidence, and encouraging them to express their voices.

Promoting empowerment also involves examining organizational culture, structure and processes and identifying where these may conflict with empowerment goals, e.g. in terms of accountability. Efforts should be made to address these organizational issues, through retraining in participatory approaches, increasing the accountability of the organization to beneficiaries, increased flexibility in funding procedures and greater transparency in relationships with communities and organizations (Oxaal and Baden 1997).

Empowerment as being a process, rather than an outcome. They explain empowerment as a process of building awareness and capacity of poor people that will eventually lead to greater participation, to greater decision-making power and control, and transformative action. This is further strengthened by Ghadoliya's (2003) affirmation that empowerment is not essentially political alone; it is a process with personal, economic, social and political elements where personal empowerment should be at the centre, Rahman and Sultana (2012)

Empowerment is increasing the assets and capacity of different individuals and groups to become involve in explain their interests and hold accountable the institutions which affect them. He stressed Social inclusion involves the elimination of institutional barriers and creating an encouraging atmosphere to increase the access of diverse individuals and groups to assets and development opportunities. Bennett also notes that both of these definitions should be implemented and that they describe processes rather than end points. The empowerment process, according to Bennett, operates "from below" and involves agency, which should be exercised by individuals and groups. On the other hand, social inclusion should be initiated "from above", as it requires systemic change, (Bennett, in Malhotra, et al., (2002).

Empowerment is also defined in terms of "inclusion" and "exclusion" and central importance of "power" in a political sense, not merely limited to a particular development activity. The involvement of women's groups in development projects at the grassroots levels through direct involvement in the decision-making and implementation processes,

not only empowers them, but also gives them the chance of contributing their own efforts to the mainstream of the development of their communities (Friedman (1992).

Empowerment is a process though the result of the process may also be termed empowerment. But more specifically, the outcome of empowerment should manifest itself as distribution of power between individuals, genders, groups, classes, castes, races, ethnic groups or nations. Empowerment means the transformation of structures of subordination, through radical changes in law, property rights, control over women's labor and bodies, and the institutions that reinforce and perpetuate male domination (Batliwala, 2003).

The former Israeli ambassador to the UN and head of Israel's Agency for International Development Cooperation, on his presentation paper of 20 Oct 2013 expressed "Empowerment means moving from enforced powerlessness to a position of power. Education is an essential means of empowering women with the knowledge, skills and self-confidence necessary to fully participate in the development process. Sustainable development is only possible when women and men enjoy equal opportunities to reach their potential. Structural barriers in the economic, social, political and environmental spheres produce and reinforce these inequalities He added that obstacles to women's economic and political empowerment, and violence against women and girls, are barriers to sustainable development and the achievement of human rights, gender equality, justice and peace. Across much of the world, either by law or custom, women are still denied the right to own land or inherit property, obtain access to credit, attend school, earn income and progress in their profession free from job discrimination, Women are significantly under-represented in decision-making at all levels. While the economic benefits of educating girls are similar to those of educating boys, recent findings suggest the social benefits are greater. Women have the potential to change their own economic status and that of their communities and countries in which they live yet usually women's economic contributions are unrecognized, their work undervalued and their promise undernourished. Unequal opportunities between women and men hamper women's ability to lift themselves from poverty and secure improved options to improve their lives. Education is the most powerful instrument for changing women's position in society. Education is important for everyone, but it is a critical area of empowerment for women. This is not only because education is an entry point to opportunity but also because women's educational achievements have positive ripple effects within the family and across

generations. countries make for their futures, a crucial factor in reducing poverty and achieving sustainable development.(Carmon, 2013)

Scott defined Empowerment as a process of increasing the capacity of individual or group to make choice and to transform the choice in to the desire action and outcomes. This process centers at action which build individual and collective assets to improve the efficiency and fairness of the organizational and institutional context which govern the use of these assets (Scott, 1986).

World Bank defined empowerment as increasing the assets and capabilities of poor people to participate in, negotiate with, influence, control, and hold accountable institutions that affect their lives. If people are empowered, they have freedom of choice and action, leading them to better influence the course of their lives and the matters that affect their lives. Empowerment in general has also been described as both a state and a process.(World Bank, 2002 and 2007)

Therefore, the definitions given by the writers mentioned above and others unspecified here show that empowerment is a process of increasing the capacity of individuals or groups to make choice and to transform the choice into the desire action and outcomes, the expansion in people's ability to make strategic life choices in a context where this ability was previously denied to them, setting their own agendas, and developing their self-reliance, acquire skills, build their self-confidence, encouraging them to express their voices; Experience personal and social change, enabling to take action to achieve influence over the organizations and institutions which affect people's lives. It is a process of change by which individuals or groups with little or no power gain the power and ability to make choices.

Young and Philip, 1998, expressed women as socialized from early age to be excluded from decision-making in the public spheres. In most cultures, from childhood women are made to be confined at home and serve the men. When the son is schooled and encouraged to study and succeed, the daughter is made to help her mother in household chores. When she grows up, she is given to a man to serve him. Due to these, women lack the experience and knowledge to participate in decision-making especially at managerial and leadership positions (Young and Philip 1998).

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United Nations division for the advancement of women department for economic and social affairs for the economic commission for Africa inter-parliamentary union experts group 2005, Addis Ababa had studied on equal participation of women and men in decision making process with particular emphasis on political participation and leadership among others had agreed on women in executive posts, acting both individually and collectively are key to the implementation of laws promoted by female legislators and the policies devised by national women's/genderequality mechanisms.However, women are severely under- represented in this branch of government; female ministers are typically given feminine portfolios, such aseducation, health, social welfare or environment. Moreover, governments do not consider genderequality as a priority, gender equality issues are missing from the budgeting process, and women are not present in the financial, peace,and international negotiations, structures and delegations.

The Universal Declaration of Human Rights states that achieving the goal of equal participation of women and men in decision making will provide a balance for the achievement of both transparent and accountable government to strengthen democracy and promote its proper functioning.Empowering women is empowering humanity. Gender equality and women's empowerment is central to United Nations International Development Organization (UNIDO's) work as it is not only a matter of human rights, but also a precondition for sustainable development and economic growth, which are drivers of poverty reduction and social integration. When women and men are more equal, economies grow faster, more people are lifted out of poverty and the overall well-being of societies is enhanced (UNIDO, 2015)

A study made by United Nations Division for the Advancement of Women in the Department of Economic and Social Affairs, in collaboration with the Inter-Parliamentary Union and the Economic Commission for Africa (ECA), organized an Expert Group Meeting on Equal participation of women and men in decision-making processes, with particular emphasis on political participation and leadership was hosted by the Economic Commission for Africa in Addis Ababa in October 2005 put their findings some of which as it stipulated in Annex I of the report was "The empowerment and advancement of women, including the right to freedom of thought, conscience, religion and belief, thus contributing to the moral, ethical, spiritual and intellectual needs of women and men, individually or in community with others and thereby guaranteeing them the possibility of realizing their full potential in society and shaping their lives in accordance with their own

aspirations". In number 13 of the same document, "Women's empowerment and their full participation on the basis of equality in all spheres of society, including participation in the decision-making process and access to power, are fundamental for the achievement of equality, development and peace". In number 18, "Local, national, regional and global peace is attainable and is inextricably linked with the advancement of women, who are a fundamental force for leadership, conflict resolution and the promotion of lasting peace at all levels".

UN Population Division, Department of Economic and Social Affairs, with support from the UN Population Fund (UNFPA)specified Women's empowerment as having five components: women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.

Ethiopian report on the implementation on the Platform for Action and the outcome of the 23rd special session of the United Nations General Assembly (2000), had set various goals to increase women participation in decision making. The meeting considered the importance of gender equality not only in decision-making arenas, but also the interplay between the political and economic empowerment of women. That was, how more women in positions of power can influence policies and strategies for enhancing women's economic opportunities. (Ethiopian report on implementation of the Platform for Action, the U N General Assembly (2000).

Another study made by UN women in November in 2014 on the issue of preliminary gender profile of Ethiopia indicated a serious constraint highlighted both in the informant meetings and later in the consultation workshop, was the fact most gender directorates are not part of core units in their respective ministers with the exception of the gender directorate. Consequently, these posts and their occupants are regarded as "support" or mid managerial level. If gender directorates were part of the core units, they would become an integral part of the core mandate of their respective ministries ultimately with better attention and resource allocation. (UN women preliminary gender profile of Ethiopia 2014).

The rights enshrined in the constitution cited "Ethiopia is a signatory of the international declarations to affirm the legal rights and equality of men and women having incorporated them in the FDRE Constitution under article 9 (4) and article 35 sub 1 and 2. article 35 (3) of the constitution stipulates " … measures shall provide special attention to women so as to enable them compare and participate on the basis of equality with men in political, social and economic life as well as in public and private institutions". However, the situation on the ground doesn't assert the theory in equal treatment. Women still constitute an extremely small percentage of those participating in public decision making"(Yalem, 2011).

Economists increasingly see investing in women as the key to development. For example, Duflo (2012) expressed women empowerment, "while development itself will bring about women's empowerment, empowering women will bring about changes in decision-making ,which will have a direct impact on development". The low level of women's participation in decision-making activities is seen as one of the greatest barriers to improving gender balance, which consequently hinders economic development.

The United Nations Economic and Social Council set the target of having 30 percent or more women in national legislative seats in each country worldwide. While 30 percent stands as the minimum, the parity zone is considered between 40 and 60 percent. As of January 2014, women held only 20.4 percent of the legislative seats across the world.

Report of the Expert Group Meeting of the UN New Delhi, India, put women empowerment as processes by which women take control and ownership of their lives through an expansion of their choices. Empowerment is thus the process of acquiring the ability to make strategic life choices in a context where this ability was previously denied. Empowerment is a process of change that can only be driven by women themselves. Although empowerment cannot be given to somebody by someone else, the processes of empowerment can be facilitated by others through, inter alia, education, capacity building, political mobilization, changes in systems of property rights and the social and legal institutions that marginalize women. Empowerment involves changes on several levels that are mutually reinforcing: individual level, group/community level and society and its institutions. Empowerment entails that women acquire a critical awareness of themselves as women with gendered structures of power (gender awareness), self esteem, self-confidence, and agency or a sense of agency,

Empowerment occurs in different ways over the entire span of life, and varies at different stages in the life cycle. There are particular opportunities and vulnerabilities that are associated with different stages. Many stage-specific vulnerabilities cluster around women's reproductive years, including their capacity to choose, the implications of different reproductive technologies, and phenomena such as female feticide. Adolescence and young womanhood, in many societies, are stages in the cycle where women may be severely disempowered within family relationships, in their economic lives, in their relationships with service agencies, and under the law. For empowerment to be a permanent process, with transformative implications for society, governments must be receptive to the participation of women and the poor at all levels of decision-making, The increasing competence and participation of poor women must be reflected in, and supported by, democratic institutions that are capable of responding with policies and programmes that are driven by poor women themselves, with their needs and preferences expressed through normal mechanisms of citizen participation. In many countries, these mechanisms are not sufficiently developed and not truly available to the poor, and to poor women in particular. Full empowerment for women implies that the structures and procedures of government be understandable, accessible and accountable to poor women. (United Nations Division for the Advancement of Women (2001).

Women empowerment is social and political rights, economic stability, judicial strength, no discrimination between men and women; Women should know there fundamental and social rights which they get once they born, respect and dignity, Have total independences of their life and lifestyle inside the home and outside at their work, make their decision by their own choice, have a high social respect in society ,equal rights in judicial works ;not be discriminated while providing any type of education, select their own economic and financial choices by their own, no discrimination while giving jobs and have safe and secured working location with proper privacy, (Prof. V.P. Gupta , 2016).

According to Rahman and Sultana (2012), the empowerment of women starts with realizing the tremendous potential that they have. Women's power should be strengthened and women should be encouraged to work towards attaining a dignified and satisfying way of life, through confidence and competence as people with self-respect, rights and responsibilities

2.3. Dimensions of women empowerment:

2.3.1. Political empowerment

Political Empowerment is when there is equitable representation of women in decision-making structures, both formal and informal, and their voice in the formulation of policies affecting their societies (World Economic Forum 2005). According to Malhotra and Schuler,Political empowerment involves ones knowledge of political system and means of access to it. It also encompasses women's representation in regional and national bodies of government, (World Economic Forum 2005, Malhotra and Schuler, 2002).

Women's political participation is the actual and equal involvement of women in the governance of the communities they belong to via elective, appointive or merited positions. Recognition and value to women contribution in the governance; Decision-making becomes beneficial to the entire country when it reflects the collaborative inputs from all members of the community without discrimination. Increase women participation in economic benefit, increase cooperation across party lines and more sustainable conflict resolution, raise women's engagement in politics by raising their awareness of opportunities available, building confidence and skills. Women globally hold 22 percent of national parliamentary positions and are underrepresented in all facets of the political process often due to social-cultural barriers, the absence of training and resources for women's political organizing, standards of living and precarious economic challenges. The obstacles to the political participation of women listed by the participants were lack of public/social support, entrenched traditional views, lack of confidence, lack of financial means, lack of capacity building opportunities, lack of access to technology, gender discrimination, ethnic lines division, violence, and intimidation,(Newtactics.org 2015).

UN Women Executive Director stressed that it is so important to actively promote women's political participation, including through affirmative measures, as appropriate. Women should participate in politics because every person should have the same rights and opportunities to participate in political and civil life. And this is important. women's participation is fundamental to democracy and essential to the achievement of sustainable development and peace. And there is now data to show that countries with greater gender equality have higher gross national product per capita, that women's leadership in the corporate sector results in improved business performance. And we know that countries with more women in parliament tend to have more equitable laws and social programmers

and budgets that benefit women and children and families. women make up less than 10 percent of world leaders. There are only 21 Heads of State and Government out of 193 UN Member States. Globally less than one in five members of parliament is a woman. And the 30 percent critical mass mark for women's representation in parliament has been reached or exceeded in only 28 countries Bachelet (2011).

2.3.2. Economic empowerment

The economic component requires that women be able to engage in a productive activity that will allow them some degree of autonomy, no matter how small and hard to obtain at the beginning (UNESCO, 2000). Economic empowerment also concerns the ***quality*** of women's economic involvement, beyond their mere presence as workers. Their presence in the workforce in quantitative terms is important not only for lowering the disproportionate levels of poverty among women, but also as an important step toward raising household income and encouraging economic development in countries as a whole (World Economic Forum, 2005).

Food and agriculture organization (FAO) Rome 2015, on its qualitative research on women's economic empowerment and social protection stated that Social protection programmes that promote the economic advancement of women increase their productive resources (e.g. incomes, access to credit and savings) and can also improve women's skills and employment opportunities.

Economic empowerment is the capacity of women and men to participate in, contribute to and benefit from growth processes in ways which recognise the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth (Eyben***et et. al.,*** 2008).

Economic empowerment increases women's access to economic resources and opportunities including jobs, financial services, property and other productive assets, skills development and market information. Women's economic participation and empowerment are fundamental to strengthening women's rights and enabling women to have control over their lives and exert influence in society, (Swedish Ministry for Foreign Affairs, 2010).

2.3.3. Social empowerment

Social empowerment is understood as the process of developing a sense of autonomy and self-confidence, acting individually and collectively to change social relationships and institutions, ability to hold others to account, capabilities of all types: human (such as good health and education), social (such as social belonging, a sense of identity, leadership relations) and psychological (self-esteem, self-confidence, the ability to imagine and aspire to a better future), people's collective assets and capabilities, such as voice, organization, representation and identity. Women social empowerment is the process of developing a sense of autonomy and self-confidence, and acting individually and collectively to change social relationships, capabilities of all types of good health and education, leadership relations and psychological self-esteem, self-confidence, the ability to imagine and aspire to a better future, (mcloughlin, 2014).

Socio-cultural empowerment brings about women's literacy and access to a broad range of educational options, participation in extra familial groups and social networks. (ibid,n.d.)

2.4. Measurements of women empowerment:

Empowerment has become a popular term in women's development programmes. Key elements of empowerment were identified to include decision making power, ability to make choices, assertiveness, education, skill acquisition and increase in self image. Empowerment has both an individual and group benefits. Assertiveness: refers to one's ability to clearly state what she wishes and to stand up for oneself. It is an important element of women's empowerment as it helps an individual to get what she wants. Increasing women's positive self-image as a person becomes more empowered, she begins to feel more confident and capable. This, in turn, leads to increased ability to manage one's life, resulting in more improved self-image. The negative perception of women that has been internalized also begins to change and may redefine it to convey positive qualities. (Chamberlin 1997).

Decision-making power: No one can become independent unless he or she is given the opportunity to make important decisions about his or her life. well-being is a concept related to the substantial differences between women and men in their access to sufficient nutrition, healthcare and reproductive facilities, and issues of fundamental safety and integrity of a person. Growth and change that is never ending and self-initiated.: Growth

and change as elements of empowerment emphasize that empowerment is not a destination, but a journey; that no one reaches a final stage in which further growth and change is unnecessary (ibid,n.d.).

Empowerment is difficult to measure, and there is no agreed-upon method. Most definitions stress on an indicator of empowerment which is a personal change in consciousness involving a movement towards control, self-confidence and the right to make decisions and determine choice (CIDA, 1997).

Women's empowerment can be measured through the Gender Empowerment Measure (GEM). The Gender Empowerment Measure shows women's participation in a given nation, both politically and economically. GEM is calculated by tracking the share of seats in parliament held by women; of female legislators, senior officials and managers; and of female professionals and technical workers; and the gender disparity in earned income, reflecting economic independence (Séverine and Shahani, 2009).

Understanding empowerment is a complex issue with varying interpretations in different societal, national and cultural contexts. Some of the indicators are participation in crucial decision-making processes; extent to which a woman is able to decide where the income she has earned will be channelled to, feeling and expression of pride and value in her work; self-confidence and self-esteem; and ability to prevent violence; Existence of women's organizations; increased number of women leaders, and at village, district, provincial and national levels involvement of women in the design, development and application of technology; participation in community programmes, productive enterprises, politics and arts; increased training programmes for women; and exercising her legal rights; Awareness of her social and political rights; integration of women in the general national development plan; existence of women's networks and publications; extent to which women are officially visible and recognized. The concept of empowerment can be seen as a multidimensional process whereby ones intrinsic abilities are induced to access power, make choices and decisions on their personal accord. Thus empowerment embodies all arena of individual life; be it social, cultural, economic or political. It can therefore be summarized as an inner feeling within which there is an increased self-esteem or an outward capability.(UNESCO, 1998)

2.5. Factors affecting women's empowerment

Different researchers wrote different constraints to women empowerment. Some of them are individual, organizational, socio- cultural and economic political, legal framework, religious constraints and so on. What these constraints meant as of the researchers is discussed below.

2.5.1. Individual factors.

Individual constraints looks to women as the cause of their under-representation; because it argues that women are not assertive enough, don't want power, lack self confidence, unwilling to play the game or work the system, don't apply for jobs and even when in a job, they don't apply for line positions,(Tallerico and Burstyn).

However, the research suggested that some women in management carefully assess career decisions in the light of their own values and beliefs. For these women the barrier was not lack of confidence, but rather an informed choice based on knowledge of what is important to them personally and the extent to which they are authentic. The other individual constraint is directedness. Women are generally more concerned than are men about how they are perceived by others in their group. (Ruderman).

The other one is the tendency among women to avoid where they face criticism or receive negative feedback; fear of failure and hence are reluctance to voice their opinions; excess responsibilities and fear of conflict and loneliness; self-doubting; and a different (feminine) style of management. (Cubillo, 1999 as cited in Letebrhan,2013)

There is adequate evidence which reveals that educating women is beneficial at the national, community, family and individual level. With basic education, individual women effectively engage in economic activities and thus contribute to greater national productivity. At family level, educated women have reduced fertility rates, brought up healthier, better educated children, and reduced infant and maternal mortality rates. At the society level, educated women participate more in development activities as well as in political and economic decision making processes (Ngome 2003).

To occupy in top management and leadership positions one needs higher education. The higher the level of education brings to narrow the gender gap (Otieno 2001).

Women have lagged behind men in education (UNESCO, 2000). Ernest (2003) adds that "glass ceiling" is the most important reason for women's under-representation in leadership positions.

The other constraint with regard to women is lack of willingness to lead and commitment to influence followers. Leadership influence is how leaders engendered commitment to the organizational strategic direction and learning, Strategic thinking and strategic acting have a close connection to one another and influence in most organization translating in to priorities for action is one of the most challenging aspects of strategic leadership. (Jossey (2005).

2.5.2. Organizational factors:

Organizational barriers includes lack of appropriate mentor schemes; exclusion from informal networks; failure of senior leaders to assume accountability for women's advancement; job requirements; facilities; organizational climate and placement. The culture of the organization is shaped by men Livinstone, 2004).

The resultant is that men are considered to be experts while women have to prove that they are. The way power and authority are defined and exercised in organizations are related to the andocentric world. (Ernest, 2003).

Organizational factors are also expressed relating to the organizational structure and political barriers. Ayrorit (2013) mentioned Structural and political constraints as the other ways of women rights to equality in the social, economical and political spheres in Ethiopia". He raised four obstacles i.e. First one is lack of accessibility and affordability to major information sources and bureaucratic barriers that make many women ignorant of the existence of laws recognizing their rights. Second one is adherence to traditional roles and discriminatory attitudes. This stereotyping emphasizes the tendency for decision-making and leadership positions to remain the domain of men and further strengthens male supremacy in the public arena. Third, underrepresentation of women in most levels of government structures and in leadership positions especially in ministerial and other executive bodies that prevent them from having a significant impact on key institutions of the government. The fourth one is failure to actively engage men in gender equality work. Gender has long been seen as women's responsibility and gender equality as women's agenda. Therefore, he supposed active engagement of men is crucial for the promotion of gender equality in a sustainable manner. It is stated that "Unless men's practices,

attitudes, and relations change, efforts to promote gender equality will face an uphill struggle" (Ayrorit, 2013 as cited by Enanu 2013).

Participation of women in decision making plays a crucial role in the advancement of women. Without realizing equal involvement of women and men in decision making area development and human rights realization cannot be achieved. The right to equal participation of women in decision making is the most important human rights of women.

Women represent nearly half of the population though many claims on position of women in their respective societies have been raised. Bitter truth is that women are still suffering from discrimination everywhere. Regardless of a dedication to gender equity, Ethiopian culture is still dominated by Patriarchal values where men have structural control over politics, legal, economic and religious institutions (Fikru, 2013).

2.5.3. Socio-cultural and economic factors:

In Ethiopia, the socio-cultural practice played a great role on women's oppression and their empowerment (Ayrorit, 2013). Unequal status of women has resulted from the socio-cultural norms which are deeply entrenched in society (MoFED, 2012). Societal norms impede women's access to equal treatment with men. Socio-cultural norms, sex-stereotypes, harmful traditional practices, patriarchal ideologies limit women's successful educational pursuits. Women's lack of access to higher education and their concentration in caretaker jobs are important explanations for their economic and social subordination (Lindsey, 2005; Ayrorit, 2013; Walby, 1990 as cited by Enanu 2013).

The most traditional approach to sexual difference is to see masculine and feminine identities as reflecting biological structure of bodies. Women faced a dilemma over the stigmatizing consequences if they entered activities in the 'male' or 'public' sphere.

Role of men is considered as supreme and authoritative in the social organization of society by way of patriarchy as a system of social structures and practices in which men dominate, oppress and exploit women. Every individual man is in a dominant position and every woman in a subordinate one. Walby (1990).

Masculinity entails assertiveness, being active, lively and quick to take the initiative. Femininity entails cooperativeness, passivity, gentleness and emotionality. Training in one or the other set of gender attributes is considered to start from birth in every aspect of their lives, encouraged or discouraged from greedy feeding. Socialization proceeds with a set of rewards and punishments, ranging from changes in tone of voice to physical chastisement (Lindsey, 2005).

Although the set up of sex-role stereotypes varies between cultures, all share women's inferior position in common. Sex-role stereotypes are well established in early childhood. The male child is valued more than the female child by the parents, siblings and the community. In other words, traditional practices and religious norms discriminate women from infancy throughout their lifetime (Ayrorit, 2013).

The community (often within a religious cultural setting), was after all seen to provide security and protection. Religious indoctrination or fear of alienation that keeps such traditional and cultural perceptions of women intact, it should also be attributed to the women themselves who have failed to make an ideological departure from this and transform themselves. It is known that women abide by social control (obey social rules) even when no sanctions would follow. As a result, women do not realize that they willingly play into the hands of patriarchal rule and powers. They cannot realize that because patriarchy is overwhelming and embedded in every part of the societal workplaces. (Enanu 2013)

Due to the long lived patriarchal structures in the country women in Ethiopia are highly socialized to accept and live by the rules and regulations that defined their responsibilities and status that obviously is their subordination. Moreover, lack of a feminist consciousness in the women's part further aggravates the neglect and exclusion of women and gender issues from policies to practical levels. Biseswar (2011).

Femininity is associated with submissiveness, gentleness, emotional dependence and not quite good at decision making and tactfulness, masculine characteristics are dominance, aggressiveness, not emotional, blunt, independence, very good at decision making etc (UNESCO, 2000).

2.5.4. Legal framework enforcement related factors:

A study made by UN inter-parliamentary union in 193 member countries in December 2016, seat of women in parliaments shows that 10 countries 40-50 %, 34 countries 30-39%, 49 countries 20-29%, 59 countries 10-19%, 32 countries 1-9.9%, six countries have no women seats in their parliaments some of which as of the report are Qatar and Yemen while Somalia is un identified at all. Accordingly, Ruanda is the 1st for it has 51 women out of 80 (63.8%) seats in parliament and 10 out of 26 seats (38.5%) in upper house (House of federation); Bolivia is the 2nd one having 53.1%, women seat in parliament. Ethiopia has 212 women in the 547 seats of the parliament (38.8%) and 49 women out of 153 seats (32.0%) in house of federation. This is good increment in terms of their

participation although it doesn't mean that they are empowered. In the recent nomination of ministers only 3 women were taken out of the 30. This implies that there is still lack of willingness to engage women in decision making power of the higher law enforcing machinery. (UN inter-parliamentary union report 2016)

In the organization of Ethiopian Ministry of National Defense, there are internal regulations and more than 50 guide lines belonged to each job and allow both men and women participate with no discrimination.

2.6. Women empowerment practices under the three Ethiopian consecutive regimes:

2.6.1. Women empowerment in the Imperial Era

Women in history of war are highly committed and fearless combatants in anti-colonial and civil wars. Even though, they are magnificent in their courage and emprise in battle fields, they become rust to write and express their effect.

Women empowerment during the imperial era was restricted due to different factors. It was only in the fifties that the first woman managed to gain access to higher education in the country. After 1952 the number started to climb very slowly. The general perception was that the place of a woman was in the home, married and submissive to her husband. Therefore, their education was resisted and seen as being destructive to the traditional values of society and a direct threat to patriarchy. Educated girls were also seen as Westernized, undermining men's natural superiority. But, despite this unquestioned and assumed superiority of the male sex, the idea also existed among some families that girls were not intellectually inferior and should be educated. This was shown by the increased enrolment rate of girls in primary and secondary schools between 1955 and 1970, which rose from 18.6 to 31.4% and 10.4 to 21% respectively (Balsvik 1985).

Before 1968, some female students had already been active in the student unions. These included some of the most prominent women of the time such as Martha Mebratu (killed in a failed plane hijacking in 1972), Netsannet Mengistu, and Tadelech Kidane Mariam. They were found equally competent, ardent and radical as political activists as their male counterparts. Their activism, however, remained centred around the political problems of the country and not on issues of women's rights.

Poetry had been historically used as an effective means of expression in the repressive political climate of the country. Students started to use their poetic abilities to express their discontent regarding the political rule in the country. They wrote on many social and political issues which included the lives of soldiers, the political and economic power of the state, the underprivileged position and exploitation of man by man, the Christian Orthodox Church and so forth. The female poetry club survived the many years of political turmoil and is still operational. Among the students who were sent abroad for education, many did not return. Many others left the country due to the repressive political climate.

Emperor Haileselassie had not considered women's advancement as issue and did not design special measures for women's emancipation. He did nothing to alter traditional gender perceptions in society. Most of the educated women were not sensitive to their own problems and functioned as part of society, abiding by their feminine roles. Some found employment in the emperor's bureaucracy. Moreover, women and men of the lower strata did not benefit from modern education as it was widely inaccessible. Men could join the public workforce in the newly developed public service sectors whereas women remained domesticated. The university that was opened in 1951 started its function with 25 male students but no women. Their political and social consciousness remained low and the involvement in most of the male students' activities was insignificant. This started changing during the late 1960s when female students started to become actively engaged in politics through the student unions. (Ayrorit, 2013).

Women in the security serven in combat and none-combat fields. As of the document written by Tsehay Alehegn n.d., Females were traditionally not allowed to inherit land unless the father died before the daughter married or there were no sons in the family. However, women would be able to claim property after serving in military mobilization efforts. In an uncommon way, the ability of women to participate on the warfront initiated change to their otherwise lower societal status. Not all participation in war, however, was voluntary as is clearly depicted in the 19th century edict by the leader Ras Gugsa: "One who does not join the army of Gugsa, man and woman, will lose his genital and her breast respectively.

The role of women in Ethiopian military history remained largely untold if their work as non-combatants is not recalled. It is in this position that the majority of women of the lower class contributed in strengthening Ethiopia's defense. While some uplifted the morale of the fighting contingent through popular battle songs and poetry, others labored

for the daily nourishment and overall well-being of the soldiers. The record of Ethiopia's long-standing independence is completed without the recognition of thousands of women servants who accompanied women and men folk of the aristocracy in battle after battle. Maids and servants were responsible for the gathering and preparation of food and other administrative roles. The traveler and writer James Bruce stresses the diligence of these women during war expeditions. He writes in earnest;

> *"I know of no country where the female works so hard... seldom resting till late at night, even at midnight grinding, and frequently up before cockcrow. Tired from the march, no matter how late, water must be brought, fuel collected, supper prepared by the soldiers' wife..and before day light, with a huge load, she must march again."*

When not involved in presiding over day-to-day affairs women helped out in the clearing of roads, digging of trenches, and nursing of the wounded (Tsehay,n.d.).

2.6.2. Women empowerment in the Dergue Era

The country entered into a new political period in 1974, which was revolutionary in every sense. This could have brought many benefits to women. For instance, the demand for their active involvement in productive work or compulsory literacy classes for them or their engagement in the various state-led associations could have contributed to changed perceptions and accelerated the entrance and domestication of feminism in the country. Biseswar 2011,p101 stated that there was already a beginning. Regrettably, it was not to be. This was largely due to the kind of political ideology that was being pursued by the military regime in the form of state control and vanguardism. It was ultimate dictatorship practised at its peak and read as an instrument of deprivation. The military regime refused to give women any room or freedom to strive for their own emancipation. In fact, it initiated a vanguard position on this aimed at capturing and silencing women's demand.

The Zemecha or "Development through Cooperation Campaign" was initiated in1974. The aim of this campaign was twofold: to remove all the hot-headed students from Addis Ababa and other cities where they had started to form a direct threat to the regime and dispatch them to the rural areas and to use them to win over mass support for the Dergue's revolutionary campaign (Clapham 1988; Markakis & Nega 1978)

Many of the students initially resisted the move. However, the fear of sanctions forced them to give in. It has been noted that approximately 60,000 students and teachers were mobilized

to take part in this campaign. Although the literacy level of women had increased after 1974, only a quarter of all school-age girls were enrolled at primary level and less than half of those were found to continue their education to Grade Two. The motto of the time as stated by Biseswar was "women's equality shall be assured in socialism", or "Ethiopian women shall struggle for the fulfilment of the Workers Party of Ethiopia objectives" to attract girls' and women's attention to education throughout the country aimed at securing increased female involvement without having to make any concerted effort in the field. As a result, there was no trace of any form of women empowerment supported by feminist leadership or activities in the country during the Dergue regime. Towards the end of the Dergue regime, societal problems reached a peak with poverty being the most serious. Gender equality had not moved up one iota and women continued to be subordinated by law and in practice. Biseswar (2011)

The Dergue's used red terror which is described as it had reduced the whole nation to indescribable levels of fear and trauma. It was more than sheer death, pain or humiliation-it was a deliberate attempt to break the spirit of a people. The aim was to crush the living by showing them the cost of dissent. The Red Terror in action was mass murder, brutal torture, mutilation of corpses, massacres, summary executions, throwing live persons into graves, pitting parents against children and vice versa, spreading mistrust, fear and helplessness. (Babile (1989)

Though women's literacy and education was aggressively promoted and amusing results were registered, it was criticized for not aiming at women's emancipation and empowerment. The dropout of women's education in both urban and after they could sign their name or read is cited as a sign. The continuation of the trend of women's employment in low-income, low-status jobs during the Dergue regime was also taken as a good demonstration of the failure in the Dergue's Women empowerment strategies and policies Ayrorit, (2013).

Since the professional sphere had equally undergone gender stratification, once women started entering this domain, they were employed in limited feminine areas of work, mainly in the soft sectors of teaching, nursing and secretarial services. The majority of women were employed in the informal sector, such as construction work, factories, sales and marketing services. Employment within these sectors meant low income capacity, barely at the level of subsistence. It was noted that equal terms of employment did not apply to work, which was classified as an exclusively male function (Hanna in Bisesware, 2011).

"The promotion of Women's rights issues was not part of the Revolutionary Ethiopian women's Association (REWA)'s agenda, nor was REWA in any position to influence any policy regarding women's rights". To this end, women's committees were taken over by the government, restructured along its political ideology and manned by its own selected personnel. The very issue of organizing people into different sections by the Dergue served only one purpose-to exert control over them.(Claphamin n.d).

2.6.3. Women empowerment in the F.D.R.E. era

After the assumption of power by EPRDF in 1991, numbers of measures have been taken by the government to promote gender equality in the political, legal, social and economic spheres. I.e. Establishment of women policy, opening women's affairs office under the prime minister's office and down to regions and ministers to enable them coordinate women's activities and create conducive environment for the implementation of the policy. Institutional reforms were initiated and started to be implemented since 1993.

The aim of establishing the National Women's Machinery (NWM) is to ensure an effective implementation of the Platform for Action and promote gender mainstreaming in development policy and planning to include gender in development plans; prepare guidelines and checklists for planning and evaluation; provide gender awareness training; create inter-departmental linkages through committees and focal points as well as link up to and consult with independent women's organizations and NGOs (this last depends on the relative autonomy granted to NGOs to operate within a given state).(Byrne ***et al*** (1996).

As of Topia, Nowa days, the perception has changed to a greater extent and a general thought to work for the emancipation and empowerment of women is being developed as a result they could also contribute in the enhancement and welfare of the society (Topia, 2001). However, Biseswar (2011) argued that demotion of many prominent women who had played an active part during the liberation struggle took place. They found themselves removed from their political posts and excluded from the distribution of political power after the war. Their demotion was so serious that, without a revolution in sight, the TPLF/EPRDF even went further and limited their rights in armed struggle.

The establishment of national women's machinery was expected to answer all women's problems. After all, they would be established specifically for women and run by women who

would be politically empowered and free to pursue a radical agenda on the emancipation of women. However, their empowerment within the whole political leadership structures had a problem. Women engagement in leadership positions is crucial as it acquires freedom, independence, commitment and effectiveness. Empowering women was the most strategic and ideal positioning because it would imply that it stood at the heart of the state. This in turn would provide women much influence and power to function and be instrumental in influencing the planning process across all development sectors. It could also exert stronger influence while it links with other government organs and departments throughout the country. Women empowerment was directly linked their capacity; academic expertise, level of education and qualifications in gender issues. Their low level of gender awareness, commitment to the genuine concerns of women's empowerment/emancipation had to be remedied by on-the-job training but was not considered. Women offices were posted in under staffs that brought additional constraints on their institutional capacity. Women haven't been treated as of men in holding of higher political/decision making powers. Their lack of leadership and a clear vision for women's empowerment had resulted in continuing to be manipulated, (Byrne et al 1996 in Biseswar,2011).

2.7. Legal support for women empowerment

F.D.R.E. has put different legal enablement's for women empowerment in political, social and economic agendas, some of these include;-

2.7.1. The E.F.D.R.E. constitution:

- Granted human and democratic rights as specified under articles 14 to 28
- Provide Affirmative action as per article 35 (3) that indicate "the historical legacy of inequality and discrimination suffered by women in Ethiopia taken into account, women, in order to remedy this legacy, are entitled to affirmative measures. The purpose of such measures shall be to provide special attention to women so as to enable them compete and participate on the basis of equality with men in political, social and economic life as well as in public and private institutions".
- Article 9(4) of the constitution guaranteed international agreements that ratified by Ethiopia are part and parcel of Ethiopian laws.(FDRE constitution).

2.7.2. Proclamation No 471/2005:

The Ministry of Women's Affairs under article 29 specified the following powers and duties among others.

- Initiate recommendations on the protection of the rights and interests of women at national level, and follow up the implementation of same by devising strategies;
- Follow up, by designing strategies, that the preparation of policies, legislations, development programs and projects by Federal government organs give due consideration to gender issues;
- Ensure that opportunities are created for women to actively participate in political, economic and social activities;
- Undertake studies to identify discriminatory practices affecting women; submit recommendations on elimination of such practices and follow up their implementation;
- Submit recommendations on the application of affirmative measures in order to promote the participation of women in economic social and political affairs by taking into account the oppression they faced for centuries as a result of inequality and discrimination;
- Ensure that the necessary attention is given to place women to decision-making positions in various government organs;(Proclamation No 471/2005, article 29).

2.7.3. Proclamation No. 691/2010:

With the mandate to ensure increasing women participation and benefits in political, economic and social endeavors; article 32 sub-articles 5 and 8 of the proclamation, stipulated powers and duties that the Ministry of Women, Children and Youth Affairs has to design strategies to follow up and evaluate the preparation of policies, legislations, development programs and projects by federal government organs to ensure that they give due considerations to women and youth issues and Ensure that due attention is given to select women for decision-making positions in various government organs; (Proclamation No. 691/2010).

2.7.4. The national women policy of 1993:

The policy underscored the need to move towards an institutionalized strategy for women empowerment through policy frameworks and gender equality structures within the government. The policy called for the establishment of women's machineries at all levels

of Federal and regional offices. Women's affairs departments established in all government ministries, National women policy,(1993).

2.7.5. The Ethiopian women package for change and development 2006:

In package book page 23 and the following, women put the vision for gender equality in political, economic and social fields and create developed society. The package aimed on article numbers as:-

1.10. Women should make active participation in the country's development and get equal benefit from the fruits.

1.11. Women should participate in social performances and get benefit from; avoid stringent customary practices and ease work burdens.

1.12. Enable them to participate in political decision making positions of all administrative stages by building democratic system in all round of the constitution and benefit from.

As stated in page 24-29 of the package, Women themselves are main forces to avoid women problems. I.e. All should put their consensus on women capacity building is the decisive factor for their active participation; Facilitate stages for women continuous discussions on their challenges and solutions and to have built common views on; Enable them to actively participate in all stages to build capacity and avert their hindrances; Facilitate stages for women to strengthen their organization proficiently; Implement all directions which women can benefit from and Push the government to activate full practicability of the package .Ethiopian women package for change and development 2006

2.7.6. The first and second growth and transformation plan:

As per the 1st GTP 2011-2015 performance evaluation report page 60, government had targeted women's representation to reach 30% in education & training for higher leadership positions and 50% in medium leadership positions in the civil service by 2015. Affirmative action was a measurement in recruitment and promotion as well as in education and training to increase their representation in decision making positions. Increasing the pool of available women candidates for decision making and leadership positions was another measure pursued by the government. However, that brought slight increment and the number was still lower. I.e. women representation in parliament increased from 21.4 % in 2011 to 27.8 % in 2015; in the executive 9.2% and in the

Judiciary 20.6% in 2015. The report indicated that although the start was encouraging, women empowerment in the legislative, executive and judiciary still yet to be successful. The evaluation showed that there was supremacy of men and women were still suppressed. Lack of leadership commitment to grow them had happened and was becoming main challenge. Women organization was not bring strength as it was expected on which rights and benefits of women not respected.

The second GTP on page 96 gave higher concern on women enablement to participate in Political, Economic and social fields in a vigilance and vanguard way and be used from.
As it has mentioned in pages 229-231 of the plan also, all education stages will assert gender equality in a way that number of women students which was 39% in 2015 will grow to 80 % in 2020; their number in under graduate program was 32 % in 2015 and will grow to 45% in 2020; in post graduate program from 19.5 % in 2015 to 25 % in 2020.
Women empowerment in decision making will grow from it reached 2015 to 2020: I.e.,
In Legislation from 38.8 % in 2015 to 50 % in 2020;In Executive, from 9.2 % in 2015 to 30 % in 2020 and In Judiciary, from 20.6 in 2015 to 35 % in 2020.
This vision has believed to bring better change for women participation and their benefit. Although the increment of their number showed better increment from the previous one, this change by itself does not show equality in the spheres of high decision making positions. E.g. Women participation in Executive in which their percent in 2015 was 9.2 is wished to reach 30 % in 2020 which still lower. The second growth and transformation plan.

2.7.7. Defense regulation No 385/2016:

Number 16(1) and 2(18) of the regulation specified the access that women have in recruitment to the military and all the rights and obligations. missions of strategic (high level) leaders stated in number 10, page 9-10;Missions of operational (medium level) leaders mentioned in number 11 of page 10-11and missions of tactical (lower level) leader that stipulated in number 12 of page 11-12and those obligations of officers and non-commissioned officers put in numbers 13,14and 15 in page 12-13 belonging to both genders.

2.7.8. Gender mainstreaming manual of the ministry of national defense 2014:

In page 6-7 of the mainstreaming manual in number 1.3, importance of the manual, it indicated that Women in the organization should have capacitated to fulfil the organization's missions and shall enjoy the benefits stated in the constitution cognizance to the organization's performance. It also noticed that regulations, guidelines and plans of the organization shall include gender mainstream. The other point stipulated in the manual also obliged ministries to enable men and women to have equal participation and benefit in political, economic and social fields and the manual indicated that Gender mainstreaming should be implemented in responsible manner.

Women under the vision in defence mainstreaming manual wished to see the defence society to build strong stand on gender equality and maximize qualified military and civilian women who are devoted to perform their mission in competitive manner.

2.7.9. The Defense Annual plan for 2009 E.C /2016-2017/:

In page 37 number 18of the plan, under the title of "performances pertaining to women capacity building and increment of their equal participation; it specified that all leaders are responsible for gender mainstreaming, women equality and capacity building as well as their empowerment which has to be performed by plan". Military and civilian women in national defence shall get defined quota in nominations to capacity building and education centres. Those who engaged to the institutions shall get special attention and support to enable them be competitive to high leadership positions". National defence Annual plan for 2009 E.C /2016-2017/

Accordingly, Empowerment of women in strategic and Operational leadership areas of national defense was seen regarding the policies, affirmative action, capacity building performances and other measurements in the spheres of the organization and of women's internal initiatives.

2.8. Women in the military leadership

Leadership is defined as "a process by which an individual influences a group of individuals to achieve common goals" (Northouse, 2013).

> Leadership influences the structure, design, operation, and performance of individuals in organizations, and is therefore a key factor in synchronizing and aligning organizational processes (Packard & Lewis, 2007).
>
> Leaders as the conquer the context - the volatile, turbulent, ambiguous surrounding that sometimes seem to conspire against us and will surely suffocate us if we let them.- (Benis, 2002).

The World Young Women Capacity building Agency (WYCBA) affirms the importance of young women's leadership and their meaningful participation in decision-making. This is done in part through a mandatory minimum representation requirement of at least 25 percent young women in all decision-making bodies at national and world levels. Empowering Young Women to Lead Change is designed to support the development of young women's skills and to enable them to provide leadership on the issues that concern them. It offers engaging and dynamic activities to motivate and enable young women to believe in their abilities to catalyze change and to mobilize others to do the same. It is a flexible tool for learning and exploring issues from human rights and violence against women to body image, self-esteem and developing leadership skills. (WYWCBA 2006).

Importance of women in military and leadership is not a novelty, recent trends have women breaking through traditional glass-ceiling thus pioneering female leadership roles in the work place and the military. Women in leadership are a movement, a paradigm shift. The author offers a unique leadership model calculated from an instrumental multiple case study analysis of female military officers leading in male-dominated environment. The model proposes four principle dimensions; femininity, self-efficacy, emotional intelligence and teamwork (F-SET). It has a feminist appeal, although it engages leadership theory from other innovative angles, Karen (2012).

Chapter three: Research methodology

3.1. Introduction

The objective of this chapter was to depict the type, nature, and rational of the methodology of the research that dealt on assessment of women army member's empowerment at strategic and operational leadership positions; the case of ministry of national defense. To achieve this objective, the chapter covered the research design, population and sampling techniques, research procedures or source and data collection instruments, data collection methods, validity and reliability and ethical consideration.

3.2. Research Design

The research methods chosen for the study was descriptive type having both the qualitative and quantitative research approaches to keep their triangulation. The quantitative type covered primary data of the closed ended questionnaires prepared in five categories and 25 questions and the secondary data while the qualitative approach depended on interviews and group discussions and questions required to get written answers.

3.3. Research procedure /Sources of data/

This research employed to use the methods specified in number 3.2 above in the way of gathering pertinent data to achieve the intended purpose. The informants were agreed on the case and their say to be confidential then made part of the study. Secondary data sources were also be identified and sorted out on the basis of their relevance for the study. Interviews and group discussions were conducted with key informants as per the scheduled time and place arranged with them. Finally, the compatibility of the data obtained from primary and secondary sources was asserted with the issue raised.

3.4. Study subjects /Population and Sampling Technique/

3.4.1. Population of the Study

Target populations for the study were women and men employed at all level work. The reason for men nomination with women was dealt on two points i.e. some offices had no high ranked and well experienced women who could give sufficient information on the issue. The second reason was that with the military behavior, all women and women have equivalent information and knowledge on the issue and give sufficient information

equally. In some situation, men believed to give the needed information in a better way than women because of they know better of the performances hold on decision making areas.

Areas that covered by the study were Addis Ababa and its surrounding as well as Mekelle area. The reason for the choice was that the respondents pertinent with the issue were working in the offices that have duty bounded to women empowerment in ways of education, training, nominations and other important fields. Accordingly, departments compatible to the study were four of the nine main departments in national defense i.e. Human resource main department that selected first as per the mandate it has in relation to human development and believed to acquire first hand information on women recruitment, education and imposition. The second one was Defense health main department which employed more than one hundred seventy high ranked women having long experience and rich information on the issue that made them preferable. The other one chosen third was Defense logistics main department for having huge number of supportive staff that included many women and thought to afford sufficient information on the point. The fourth one chosen for the study was Defense education and training main department that have mandated to give entrance training, on job crush courses and college education and nominated on what has done on women capacity building activities. Therefore, 44.4% of the whole main departments have included and studied. The reason that the main departments were targeted was that they are known centers of operational leadership.

The second targets of the study were two main directorates i.e. Defense Indoctrination main directorate as of the mission they carried out related to indoctrinating what to be done on law enforcement and capacity building then had to consider gender issue part of the all other activities; the main directorate is also categorize in the operational leadership position equal to the main departments. Defense policy and strategy main directorate is the other entity that categorized in the operational leadership position equal to the above mentioned one and mandated to fill gaps related to laws and make studies on problems to be solved; then, it was required to see gender issues as of the other areas they dealt on.

Out of the main departments and main directorates, Defense women affairs directorate was the main concern of the study. Although, the office is not part of the operational leadership, it works with gender issues of the ministry and was chosen as focal point for the study.

Other institutions like Defense police directorate, Ethics directorate, Foundation center and Defense construction enterprise were included in the study thought that they have higher ranked women and believed to give rich information on the point.

In general, the selected offices have huge number of staff and most number of the women in national defence are working in these offices. The selected offices were expected to represent the defence population and acquire full information on the point and taken accordingly.

3.4.2. Sampling Techniques and Procedures

In an effort to undertake this study, purposive sampling technique was the main concern while random sampling was taken in lesser degree. Leaders posted at different levels of leadership of the selected offices were main targets for the Purposive sampling. Because, they were expected to have rich experience and knowledge that enabled to get timely and accurate answer for the required topic. In the qualitative part of the study, Purposive sampling technique has been used in the ways of focused group discussion and interviews. Accordingly, forty nine (49) people from six offices i.e. Health main department, Human resource administration main department, Women affairs directorate, Defense command and staff college and Union military staff college were taken for both the focused group discussion and the interview that figured as follows. These participants are leaders that selected purposely.

Table 1: participants at group discussion and interview by department

No	Department	women	men
1	Health main department	12	3
2	Human resource administration main department	3	2
3	Logistics main department	6	4
4	Women affairs directorate	2	-
5	Defence command and staff college	3	5
6	Union military staff college	-	9
		26	23

During random sampling, respondents were selected from the staff list in which the researcher picked the names listed in each seventh intervals. using the random sampling

technique. Accordingly, 177 respondents from thirteen departments were selected as sample population to fill the questionnaire. The departments from which the respondents nominated were the Human resource main department; Health main department; Logistics main department; Education and training main department; Indoctrination main directorate; Policy and strategy main directorate, defense command and staff college; Union military staff college; Women affairs directorate; defense ethics directorate; defense crime protection directorate, defense foundation center and defense construction enterprise. For the purpose of the questionnaires, women and men officers employed at different fields were nominated. To make it better clear in the table form:-

Table 2: number of participants at questionnaire based data collection

No	Department	No of women	No of men
1	Defence Human resource administration main department	5	3
2	Health main department	30	9
3	Defence Logistics main department	9	8
4	Defence Education and training main department	5	10
5	Defence Indoctrination main directorate	6	15
6	Defence policy and strategy main directorate	4	10
7	Defence command and staff college	4	6
8	Union military staff college	8	16
9	Women affairs directorate	5	-
10	Defence ethics directorate	2	6
11	Defence Crime protection directorate	1	3
12	Defence Foundation centre	6	3
13	Defence Construction enterprise	3	-
Total		88	89

Total number of respondents of both sexes was 177 which hold 49.7 % women and 50.3% men.

Due to the respondents' age category, 30-40 years old equals to 47 that shared 26.6 %, 41-50 years old were 120 that hold 67.8% and the ones who aged 51 and above were 10 respondents or 5.5% of the total.

In terms of respondents rank, civilian were 16 (9%) of the total; lined officers i.e. lieutenant and captain 26 (14.7%); higher officers i.e. major to colonel were the greater number that covered 134 (75.7%)and General was 1 (.6%).

Respondents' educational status was 11- 12 grade only one person 0.6%; Diplomas were 31 (17.5%); first degree 104 (58.8%) and second degree were 41 (23.2%).

The respondents due to the questionnaires were pertinent with regard to their rank, educational status age and sex diversity. The departments chosen to be part of the study were also about half of the total staffs and included those women that could give fair measurement on the issue. The ones that have shown more men were having low number of women in their staffs.

3.5. Data Collection Methods

3.5.1. Data Gathering Instruments and Procedures

To obtain adequate information, three types of data collection instruments were used in the study. They were questionnaires, semi-structured interview and focus group discussion.

A). Questionnaires and open ended questions

The questions were prepared in two categories i.e. questionnaires and open ended questions.

Accordingly, twenty five questionnaires that grouped in to five categories were prepared and tested by ten respondents in Addis Ababa Bela comp and made some arrangements dealing on the responses given and duplicated to one hundred seventy seven respondents that used to collect relevant and first-hand information from the intended women and men posted at all leadership positions of the selected offices mentioned above. The items of the questionnaires were closed-ended questions. Here, Part of the respondents were unable to clearly understand the questions prepared in English and Amharic version which translated from the English one was prepared for them and the response they gave was also translated back to English version.

The second type was nine open-ended questions were prepared in written form following to the questionnaires intended to be answered by the respondents who answered the questionnaires and enabled them to write what they feel in no border or limitation.

B) Interviews and group discussions

Questions for interview were prepared and made discussions in groups and individuals with around 49 leaders as stated in page 45 above. 26women and 23 men working at different leadership positions who have well knowledge of women empowerment were selected and made discussions.

3.5.2. Validity and Reliability of the instrument

To increase credibility of the constructed and developed questionnaire, the researcher used validity and reliability process to assure the consistency of the scores obtained, how consistent they were from one to another and from set of items to another as well as the more reliable a test for the more valid of the data. The questionnaire was pre-tested by selected members and return. Based on the result of the pre-test, some improvements were made and went through careful revisions to strengthen its validity.

3.6. Methods of Data Analysis

Depending on the nature of the research questions, data was collected from closed-ended questionnaires and analyzed on Likert scale. The secondary data appeared from concerned departments was also analyzed quantitatively. The information that gained from the interview, open ended questions and group discussions was also analyzed qualitatively. The data was interpreted and analyzed against the leading questions.

The collected information was and categorized based on similarities and differences and analyzed accordingly as it is presented, interpreted and concluded in the discussion and conclusion part under.

3.7. Ethical Considerations in the Research Work

In the journey of the study, precautions were made to protect research participants to improve the validity of the data gathered and to maintain rigor of the overall research procedures and findings.

Due efforts were made to protect the identities and moral values of the research participants.

Consequently, three ethical principles were considered in the study: 1) Informed consent, 2) Anonymity and 3) Procedural rigor.

1) Informed consent: consent and cooperation of data sources was secured through

a) the procedures to followed in giving information on the basis of specific data collection tools;

b) the envisaged confidentiality of the responses and was clearly presented.

2) Anonymity: utmost efforts were made to maintain the anonymity of the research participants. The information of the research participants provided by no means didn't be revealed their identities.

3) Procedural Rigor: care was taken to maintain the rigor of the procedures in relation to preparing and administering the tools for data collection, in selecting appropriate participants, in collecting data, in meticulously sorting out and analyzing the data, and validating the findings.

CHAPTER 4: Result and discussion

This chapter is classified in to two sections. The first section contains background of the respondents involved in the study based on their category such as sex, age, level of education, rank and department.

The second part concurrently analyzed the data gathered from questionnaires prepared in twenty five questions under five categories that related to the organization, Human resource administration main department, Women organization, individual women and men, and processed using SPSS and excel. The interview and group discussions were held with forty four leaders from six departments. The secondary data was collected from two colleges to show how women in national defense have been getting access to enroll at the training centers and colleges in order to make them capable for leadership competitiveness.

Apparently, the analysis of quantitative and qualitative data is eloquent in nature and is fully analyzed relating to the set objectives and research questions of the study.

4.1. Respondents back ground:

The data's shown in the pie charts below presents the composition of sampled respondents information based on Sex, age, educational level, rank and department.

4.1.1. Sex of Respondents

Table 3 below indicated that sex proportion of respondents is shared by 49.7% (88) women and 50.3% (89) men.

Table 3: sex composition of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	female	88	49.7	49.7	49.7
	male	89	50.3	50.3	100.0
	Total	177	100.0	100.0	

Source; *Own survey data, April 2017*

4.1.2. Age composition of respondents

As shown in table 4 below, majority of the respondents were with age range of 41 to 50 years that hold (67.8%), 30 to 40 years old accounted 26.6% and the remaining 5.6% belong to 51 years old and above

Table 4: age composition of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30-40 years old	47	26.6	26.6	26.6
	41-50 years old	120	67.8	67.8	94.4
	51 and above	10	5.6	5.6	100.0
	Total	177	100.0	100.0	

Source: Own survey data, April 2017

4.1.3. Respondents educational status

Majority of respondents (58.8%) were with first degree while Second degree and diploma holders accounted 23.2% and 17.5%, respectively. Only 0.6% (1) was with high school level of education.

Table 5: Respondent`s educational status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	11-12 grade	1	.6	.6	.6
	TVT/Diploma	31	17.5	17.5	18.1
	1st degree	104	58.8	58.8	76.8
	2nd degree	41	23.2	23.2	100.0
	Total	177	100.0	100.0	

Source: Own survey data, April 2017.

Nearly all of the respondents were found with college and above educational background that enabled them to well understand the questions and to know the current situation with regard to women empowerment in the organization and give equitable response.

4.1.4. Rank composition of respondents

As indicated in table 6, more than three fourth of respondents (75.7%) were at rank level Major to Colonel. Line officers and civilians accounted 14.7% and 9% of the respondents, respectively. The remaining 0.6% (1) of the respondents was from General level.

Table 6: respondents` rank composition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	civil	16	9.0	9.0	9.0
	line officers	26	14.7	14.7	23.7
	major to colonel	134	75.7	75.7	99.4
	General	1	.6	.6	100.0
	Total	177	100.0	100.0	

Source: Own Survey data, April 2017.

As the majority of respondents were in different positions, they were vital to acquire adequate information on overall women empowerment situation in the organization.

4.1.5. Respondents composition by department

Based on number of staff in departments, respondents from defense health main department accounted highest proportion (22%) followed by union military staff college and others accounted 13.6% each. Proportion of respondents from indoctrination department placed in third place as it accounted 11.9%. Proportion of respondents' from logistics, training and education and policy and strategy departments accounted 9.6%, 8.5% and 7.9% respectively. Respondents from command and Staff College (5.6%) and women affairs main department (2.8%) were with least proportion (table 7).

Table 7: composition of sample population by department

	Frequency	Percent	Cumulative Percent
human resource main department	8	4.5	4.5
women affairs directorate	5	2.8	7.3
Health main department	39	22.0	29.4
Defence command and staff college	10	5.6	35.0
Union military staff college	24	13.6	48.6

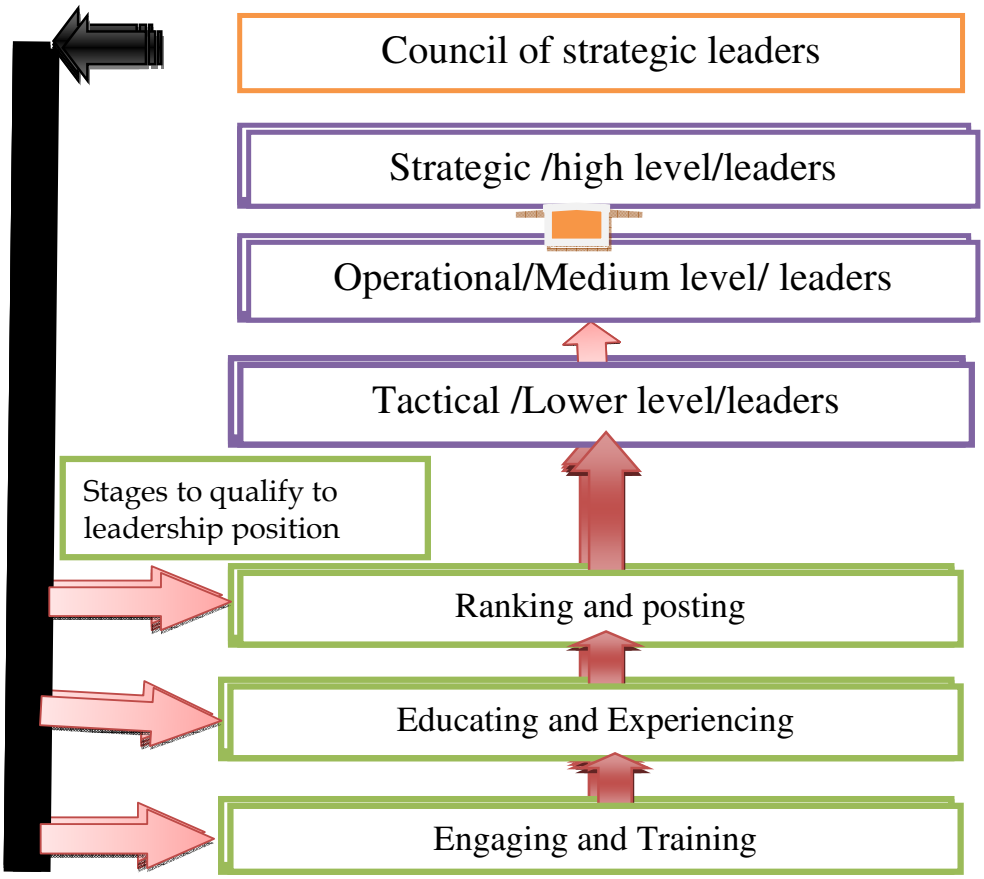
Logistics main department	17	9.6	58.2
policy & strategy main directorate	14	7.9	66.1
Education & training main department	15	8.5	74.6
Indoctrination main directorate	21	11.9	86.4
Others/ Ethics, police, construction/	24	13.6	100.0
Total	177	100.0	

Source: own survey data, April 2017

Departments of the respondents selected for the researcher's study were Human resource administration main department as the office had the mandate to recruit, train, educate, develop and empower all defense human resource; Defense women affairs directorate that mandated to serve as vanguard for women equality with conformity to the laws, regulations and guidelines of the organization; work for women improvement by way of capacity building activities; consulting the organizational leadership regarding women and making studies on gender main streaming; collect information and produce solutions what to be done; defend and protect women from illegal influence and harassment. The third department was the Defense health main department which have more than one hundred seventy high ranked women who could give rich information of current women condition in empowerment that never be found in any other departments; the fourth and fifth ones were Defense command and staff college and the Union military staff college were chosen as samples to see how they were accessible for women. The sixth one was Logistics main department that was chosen for having wider and key performances in war support having huge number of human resource and believed to feed rich information on the issue. The seventh was Defense policy and strategy main directorate for it mandated to prepare policies and strategies pertaining the organization and see whether they incorporate gender issues or not. Eighth, Defense education and training main department as it duty bound with human recruitment, capacity building and development. Defense Indoctrination main directorate was nominated ninth to assess what they were doing on gender capacity building. In which the researcher thought to get full information as per the current situation of women there.

4.2. Capacitating and Empowerment Stages in the current National defense.

Chart 1, stages of empowerment in current Ethiopian National defense



Source: Own survey data.

Conceptualization of Ideas

- Council of Strategic leaders is the mandate given to the military leadership council that encompasses the minister, chief of staff, commanders of commands, air force commander and heads of defense main departments as it stipulated in the defense proclamation, defense regulation 385/2016 and the human resource guidance.
- Strategic/high level/ leaders is the position that mentioned in the regulation as the minister, chief of staff, defense staff main department heads, heads of commands.
- Operational/medium level/ leadership is the power and responsibility given to division and brigade leaders as well as the medium level departments in defense staff.
- Tactical/lower level/ leadership is the main war defender army posted at regiment and bellow having the armed infantry, mechanized, commando and special force as it necessitates.

Stages to qualify to the leadership position:-

- Engaging and training:- as of the army regulation No 385/2008, every young who wish to be member of the army is allowed to engage in the army while he or she is an Ethiopian citizen, loyal to the constitution, Ethical, Healthy, Having no crime record, 18-22 of age, non married and having no child are allowed to engage and train.
- Educating and experiencing: After training, every member has a duty to give service for certain time. On the way of giving service, experience is acquired in the way of doing mission and getting on job training. Members also acquire education to enable them effective leaders and high caliber to modern arms.
- Ranking and posting is the way that army members being nominated to leadership positions with the acquisition of ranks with intent to empower them and the specified mission/job/ of the institution to be effective.

  All activity with regard to the institution is highly tight by the nature of the security mandate and fulfills all necessary support for the strengthening of the army.

4.3. Respondents' perception on women empowerment related issues:

The Likert scale questions were presented to respondents and the responses were analysed as follows:

4.3.1. Assessment of organization related performance on women empowerment:

Five questions were given to the respondents to assess the existing condition and effort of the organization on women empowerment. The responses given by the respondents are put in the bar chart and summary bellow.

A. The national defense has prepared policy, strategy and guideline regarding women.

	Frequency	Percent	Cumulative Percent
strongly agree	29	16.4	16.5
agree	81	45.8	62.5
neutral	41	23.2	85.8
disagree	21	11.9	97.7
strongly disagree	4	2.3	100.0
Total	176	99.4	
Missing	1	.6	
Total	177	100.0	

Figure 1: prepared policy, strategy and guideline regarding women related

Source: own survey data, 2017

As can be seen from the figure above, majority of respondents replied the question in support of the issue raised by 110 (63.5%) agree and 25 (14.2%) disagree while 41 (23.3%) preferred neutral. The response shows the organization has prepared policy, strategy and guideline regarding women for which the respondents have positive perception on the point.

The interviewed respondents and the ones who participated in the group discussion added their suggestion in conformity within the stated point that national defense has incorporated gender main streaming issues in the strategy and guidelines of the organization part and parcel of the other performances. though there is no independent guideline concerning women. As of the respondents, there should be independent guidelines concerning gender issues that enable them to push all leaders to implement gender related issues equal to the other duties in which they are responsible.

The respondents added their view that the National defense is organized and mandated to perform security issues and other development related activities under the national laws and laws pertaining to national defense. Accordingly, the principles defined in the constitution belonged to women also belonged to women in national defense; the national women policy, the second growth and transformation plan on its page 229-230 specified what to be done regarding women participation and benefit. The defense five years strategic plan, gender main streaming manual and the 2016/2017 Defense annual plan

included gender related activities. However, women rights as per the laws can't be succeeded and having guideline concerning women in national defense is crucial to specify what to be done with gender related activities and their empowerment. Because, leaders at all levels of leadership didn't come liable for breaching their responsibility they had to do as there is no coercive law or directives.

B. The organization has established an implementing system regarding women participation and benefit equal to men.

	Frequency	Percent	Cumulative Percent
strongly agree	17	9.6	9.6
agree	58	32.8	42.4
neutral	41	23.2	65.5
disagree	54	30.5	96.0
strongly disagree	7	4.0	100.0
Total	177	100.0	

Figure 2: established an implementing system regarding women participation and benefit

Source: own survey data, 2017

The response of the issue does not show significant difference on respondents' negative and positive perceptions. The proportion of respondents' response for agree and disagree is nearly equal; that is 42.4% of respondents have positive perception with their degree of perception 9.6% strongly agree and 32.8% agree while 34.5% have an opposition or negative perception with their degree of perception 30.5% disagree and 4% strongly disagree.. On the other hand, 33.2% of the total respondents favoured neutral.

Respondents who participated in the interview and group discussion expressed their discomfort on establishment of implementing system of the organization on gender mainstreaming issues, as of their response, the key problem still is lack of implementation of those rights which are already included in the organization's documents. The five year defense strategy, the guideline and all the annual plans of the organization includes what to be done regarding women in each year but their applicability is lesser and no leader has been come questioned for not performance.

As of the participants, women organization out of the head office has no independent budget that can be ordered by the women posted at all women related office levels to enabled them perform as they planned to do and entailed them to be dependants on the secretariats good will, women can do nothing if not permitted by the secretariat.

C. The organization has established way of women equal engagement to men in strategic and operational leadership positions

	Frequency	Percent	Cumulative Percent
strongly agree	5	2.8	2.8
agree	34	19.2	22.0
neutral	33	18.6	40.7
disagree	**88**	**49.7**	**90.4**
strongly disagree	17	9.6	100.0
Total	177	100.0	

Figure 3: established way of women equal engagement in strategic & operational leadership. **Source:** own survey data, 2017

The answer shown in figure number 3 above reviled that majority of respondents replied that there is no equal engagement opportunity of women to men in strategic and operational leadership positions. Accordingly, 47.7% and 9.6% of respondents gave disagree and strongly disagree which cumulatively figured 59.3% respectively. On the contrary, 2.8% and 19.2%of respondents have chosen strongly agree and agree that amounted 22%. The remaining 18.6% of the respondents favored neutral. This shows the organization doesn't allow women to have positioned in to the higher decision making areas.

Interviewed participants also added their observation in a way that there is no single woman in the two leadership positions weather in commands or in the main departments and/ or main directorates. Furthermore, they noticed there is no woman even down to the divisions or regiment command. All women are stuffed in defense, Air force and command office works like health care, clerk, women affairs, material store, finance …etc. As of them, there are line and higher officer secretaries in some areas for which they criticized the system as against the laws that the organization established to be led by.

For an open ended question produced as Are women equally empowered in main directorates, main departments, Air force, and Command leadership positions? Respondents reacted negatively. The answers came from the respondents revealed that there is no woman in any of the stated decision making positions. Example:- all defense council members called by strategic leadership are male. This can be manifested in all the Commands; Divisions, regiments' command members; College heads and commandants, main departments and main directorates leadership committee; all defense air force commander and vice commanders are men.

D. The organization has created favorable condition for women to be recruited in military equal to men.

	Frequency	Percent	Cumulative Percent
strongly agree	24	13.6	13.6
agree	58	32.8	46.3
neutral	36	20.3	66.7
disagree	51	28.8	95.5
strongly disagree	8	4.5	100.0
Total	177	100.0	

Figure 4: Creation of favourable condition for women

Source: own survey data, 2017

As of the response, the availability of favourable condition for recruiting women in military has no remarkable difference on agree and disagree responses as can be seen from the chart. Positive perceptions of respondents' add up to 46.4% (13.6% strongly disagree and 32.8% agree). On the contrary, negative perception of respondents account 33.3% (with 28.8% disagree and 4.5% strongly disagree) and the rest portion of respondents (20.3%) have neutral perception.

However, the reality of women recruitment in military was revealed during the interview with key respondents and group discussions.They approve that, there was no opportunity for women to be recruited in military since the downfall of the dengue regime up to 2004 and 2006 to 2014. Women engagement to the military was officially started since 2015.

E. The organization has set criteria and specify quota for women in the institution's capacity building centers to enable them learn equal to men.

	Frequency	Percent	Cumulative Percent
strongly agree	9	5.1	5.1
agree	42	23.7	28.8
neutral	31	17.5	46.3
disagree	68	38.4	84.7
strongly disagree	27	15.3	100.0
Total	177	100.0	

Figure 5: Organization's set of criteria and specified quota related.

Source: own survey data, 2017

Here, respondents replied that there is less effort of the organization on women capacity building in capacity building centres of the organization by specifying criteria and to set target to be trained. As indicated on the chart number 7 above, remarkable portion of respondents believe that there is a gap with degree of perception of 53.7% (38.4% disagree and 15.3% strongly disagree). In contrast, some portion of respondents 17.5% (23.7% agree and 5.1% strongly agree). of 23.7% and 5.1%. The rest of respondents (17.5%) gave neutral response.

In addition to the questionnaires, open ended question raised as do you trust that women in the organization are going through competitive capacity with men that wished to be responded in written form was given to the respondents of the questionnaire and more than two third of the 177 respondents denied the notion replying women at the moment do not come competitive with men as many number of men are being made to scale up their knowledge of leadership and enabled to be modern leaders with modern techniques and equipments but women didn't get the chance at all. The problem emanates from women internal weakness as they are not ready to learn leadership and external influence that come from the stake holders in the organization.

In the course of interviews and group discussions held with selected respondents, the same response found from all respondents.

The secondary data also consolidated this result. The command and staff college and union military staff college enrolled 5624 military staff to upgrade their educational status to certificate up to second degree at different batches. However, only 09 women have got the chance to learn at the colleges. Similarly, there was no woman enrolled at the refreshment training program out of 29 trainees given in two rounds. Only thirteen women enrolled at the crush course program out of 6562 trainees (Annex 4-7)

Finally, although women acquired short term or crush courses for rank increments and other equivalents to, they still didn't be considered for college education or scholarships in home land or cross borders to enable them capacitated and build their assertiveness for their worthiness and competitive ability to high leadership positions. They looked as accepted it impliedly rather than raising any question for equal participation or to get chance.

4.3.2. Questions rose in relation to human resource administration main department on women empowerment.

As shown in the bar chart 8 below, four of the questions related to human resource administration main department were replied in majority of negative. They show their objection on the efforts made by human resource department to empower women through different enabling mechanisms.

A. The office has made defense women affairs directorate to be organized by knowledgeable women experts for the effectiveness of their mission.

	Frequency	Percent	Cumulative Percent
strongly agree	9	5.1	5.1
agree	50	28.2	33.5
neutral	46	26.0	59.7
disagree	**60**	**33.9**	**93.8**
strongly disagree	11	6.2	100.0
Total	176	99.4	
Missing	1	.6	
Total	177	100.0	

Figure 6: Role of Human resource on the organization of women affairs directorate.

Source: own survey data, 2017

In the way of their response, highest proportion that covered 60 (34.1%) and 11(6.3%) of the respondents selected disagree and strongly disagree which sums to 71 or 40.4% of the total. On the contrary, 9 (5.1%) and 50 (28.4%) respond strongly agree and agree respectively that sums to 59 or 33.5%. The third one that opted neutral amounted to 46 or 26.1%.

Respondents those participated in the interview and of the group discussions replied that the main department was doing weaker in strengthening the directorate by knowledgeable experts. As of their response, they stressed on point that Women who unable to be posted in other field of work were being sent to the directorate and the office is taken by women as stay place for less functional women. Women posted in the office were not strong enough to influence capacity building centres review their entrance criteria to enable

women engage. They were also unable to schedule special courses relating to human resource to scale up women capacity.

B. Human resource main department is working diligently on women to get chance in recruitment to the military specifying their share equal to men.

	Frequency	Percent	Cumulative Percent
strongly agree	8	4.5	4.5
agree	28	15.8	20.3
neutral	47	26.6	46.9
disagree	**76**	**42.9**	**89.8**
strongly disagree	18	10.2	100.0
Total	177	100.0	

Figure 7: Human resource performance on women to get chance in recruitment.

Source: own survey data, 2017

As indicated on chart number 8, about 94 respondents that shared 53.1% of the total respondents took disagree which is 42.9% disagree and 10.2% strongly disagree. On the other hand, 36 respondents or 20.3% of the total selected agree in the range of (15.8% agree and 4.5% strongly agree. The rest 47 respondents or 26.6% remained with neutral. The group discussion, interview and secondary date consolidated this result.

Since the transition period up to 2004, there was no women engagement for unspecified reason. In 2005, there was a chance for women to be recruited in military. But they were made to relocate shortly from the combat army to defense industries. Later on, they prohibited to be recruited in military until 2011. In 2011, small numbers of women were recruited in to the staff works. Since 2015, they started to be recruited in a relatively higher number than before and permitted to serve in all fields of work.

The interviewed respondents added their expression that male received more attention, welcoming and were being recruited annually but women were not. As of majority of the respondents, the main department has been criticized for failing to arrange women recruitment specifying their quota and encouraging them to join the military. One of the key points which the main department was criticized was that the recruitment criterion that specified for women is 10^{th} and above while for men is lower.

A research made by colonel Letebrhan, in 2013 was also criticized the grade permitted for men to be lower than that specified for women. Therefore, the existed condition of women recruitment contravenes the principle of affirmative action stipulated in the F.D.R.E constitution, the current defense regulation and the national women policy. As a result, human resource main department was also criticized for working without due care and attention on women recruitment.

C. The department is working diligently on women to learn in the organization's capacity building centers by specifying criteria and stipulating their quota.

	Frequency	Percent	Cumulative Percent
strongly agree	1	0.6	0.6
agree	27	15.3	15.8
neutral	34	19.2	35.0
disagree	**83**	**46.9**	**81.9**
strongly disagree	32	18.1	100.0
Total	177	100.0	

Figure 8: Human resource effort on women capacity building

Source: own survey data, 2017

Most number of respondents replied that the main department had weaker working condition on women education and training. The response shown on the Likert scale asserted that 115 respondents that covered 65.0% in which 46.9% disagree and 18.1% strongly disagree expressed the weak performance while 28 out of 177 that shared 15.9% which incorporate 15.3% agree and 0.6% strongly disagrees have supported the notion. Respondents who acted in neutral response were amounted to 19.2% of the total respondents. Ideas that were found from key respondents in the way of interview and group discussion consolidate to the disagree responses. They witnessed that there was no specified criteria and quota given to women in the nominations that held to engage to the defence colleges. The main department was working as intermediary between the colleges and the units that required sending nominees rather than making some arrangements as what to be included and/ or corrected with regard to the criteria and the capacity that women have to gain for their competitiveness and criticized for it left the women with weaker support.

D. The office applied affirmative action with regard to women capacity building to enable them empowered to high decision making positions.

	Frequency	Percent	Cumulative Percent
strongly agree	4	2.3	2.3
agree	22	12.4	14.7
neutral	31	17.5	32.2
disagree	**81**	**45.8**	**78.0**
strongly disagree	39	22.0	100.0
Total	177	100.0	

Figure 9: Human resource activity on the application of affirmative action

Source: own survey data, 2017

Most number of the respondents i.e. 120 (67.8%) in which 22.0% strongly disagree and 45.8% disagree stood in disagree. On the reverse, 26 respondents that represent 14.7% includes 2.3%) strongly agree and 12.4% agree of the respondents supported the statement. The third category that preferred neutral amounted to 31 or 17.5 % of the total respondents. Majority of the respondents indicated that human resource main department was doing less on the applicability of affirmative action with regard to women capacity building and creating assertiveness to enable them empowered to higher decision making positions. Likewise, participants of the interview and the group discussion consolidated the data criticizing the main department's activity on women empowerment. They claimed that the reason for women organization to become weak and less functional was the irresponsible support of human resource. They consider gender related issues belong to only women leaving men side way.

Additionally, respondents who filled the open ended questions put their observation for the question they have been asked as there is capacity building activity to enable women empowered to high decision making positions? If yes, how?

The respondents said no, the reason they raised was although women acquired crush courses for rank increments and other equivalents to; they still didn't be considered for college education or scholarships in home land or cross borders to enable them capacitated and build their assertiveness for their worthiness and competitive ability to high leadership

positions. women themselves looked as accepted it impliedly rather than raising any question for their equal participation or to get chance.

4.3.3. Respondents' perception with regard to women organization

In relation to women organization and their organized performance, five questions were raised but all replied in opposition. Most of the participants gave less credit to women organized activities with regard to respect their equality and empowerment. The detail is put bellow.

A. Defense women affairs directorate is organized by skillful experts and working widely and strong on women capacity building.

	Frequency	Percent	Cumulative Percent
strongly agree	6	3.4	3.4
agree	38	21.5	24.9
neutral	50	28.2	53.1
disagree	**75**	**42.4**	**95.5**
strongly disagree	8	4.5	100.0
Total	177	100.0	

Figure 10: Organization of women affairs directorate related;

Source: own survey data, 2017

Majority number of respondents here shows their disagreement by the number 83 or 46.9% having included 75 or 42.4% disagree and 8 or 4.5% strongly disagree. On the reverse, about 44 (24.9 %) agree with the degree of 6 (3.4%) strongly agree and 38 (21.5%) agree. The third stand was the neutral that shared 50 respondents or 28.2% of the total.

Then, the response disguised that defense women affairs directorate is lacked to be organized by skillful experts; accordingly, it is doing less on women capacity building and their empowerment. Participants of the open ended questions also added their support in objection of the actual strength of the organization and its less influence on the masculine to fulfill their skillfulness.

In the interviews and group discussions that have done with different high ranked women and men officers, they replied the organization of women affairs offices at the centre and

down to the commands and divisions or other staffs is not strong enough. They have less valuable function in strengthening women unity and perform fruitful activities with regard to gender engagements. They have no sufficient budget in the centre and those organized out of the centre down to commands and staffs do not have independent budget to enable them implement their plan. They obliged to ask the secretariats for each performance that need budget. The women posted in women affairs offices are non-skilled and have no coercive power. As of the respondents, women affairs offices are considered as a stay place for incapable women.

B. Because of they made organized effort and struggle, women have acquired strategic and operational leadership positions.

	Frequency	Percent	Cumulative Percent
strongly agree	3	1.7	1.7
agree	28	15.8	17.5
neutral	22	12.4	29.9
disagree	**102**	**57.6**	**87.6**
strongly disagree	22	12.4	100.0
Total	177	100.0	

Figure 11: women organized effort and struggle related.

Source: own survey data, 2017

Higher number of respondents replied negatively in which 61% disagree and 8.5% strongly disagree that amounted 83 or 46.9% while the supporters of the notion came 3 (1.7% strongly disagree and 38 (21.5%) agree that commonly shared 41 (23.2%).

The third option that favored neutral holds 50 (28.2%).

The interview conducted with higher women and men officials clearly revealed that there is no strong organizational activity or strong organization itself; because of that, there was no woman posted in the strategic and/or operational leadership positions of the organization. Women weren't able to support to their descendants and didn't do much for the betterment of women capacity building, skill acquisition and empowerment.

C. As women established strong organization and support to each other, they work strong on women capacity building and to empower to high decision making positions.

	Frequency	Percent	Cumulative Percent
strongly agree	5	2.8	2.8
agree	23	13.0	15.8
neutral	26	14.7	30.5
disagree	**108**	**61.0**	**91.5**
strongly disagree	15	8.5	100.0
Total	177	100.0	

Figure 12: Establishment of women strong organization and support to each other. **Source:** own survey data, 2017

Respondents gave their response in 28 (15.8%) agree in which 5 (2.8%) strongly disagree and 23 (13.0 %) agree. Conversely, 123 (69.5%) stood on disagree which share 15 (8.5%) strongly disagree and 108 (61%) disagree. The third stand is the neutral that represented by 26 or 14.7%.

Respondents here opposed the notion that women have no strong organization and the support they are giving for the enablement of women capacity building and empowerment is taken lesser.

Responses given in the interview and group discussion reviled the strength of women organization and support to each other. They claimed women have lacked strength in the organization and work weaker accordingly. As a result, they come unable to influence leaders for the enforcement of gender related laws and of the organizational annual plan with regard to improve their capacity and building of self esteem that enable them empower to high decision making positions.Commitment of the higher level leadership here is very important and leads to allocate place and resources for gender mainstreaming as well as success the organizational forecasted plan.

D. Women as per their organization are playing all expected from them for women followers to be recruited in military to improve the competitiveness and benefit of those at work.

	Frequency	Percent	Cumulative Percent
strongly agree	3	1.7	1.7
agree	29	16.4	18.1
neutral	27	15.3	33.3
disagree	**99**	**55.9**	**89.3**
strongly disagree	19	10.7	100.0
Total	177	100.0	

Figure 13: women effort for women followers to be recruited in military

Source: own survey data, 2017

The response put in figure 13 indicated that higher number of the respondents stood in disagree by the number 118 (66.6%) which hold 55.9%

disagree and 10.7% strongly disagree while 32 (18.1%) of them agreed in 16.4 agree and 1.7 strongly agree. 27(15.3%) favored neutral.

On the basis of the suggestions given under group discussions and of the interviews, the researcher tried to assess respondents say on women commitment and performance towards women recruitment in to the military; apparently, they replied that women are not able to put their influence on organizational leaders to convince them recruit women. Whether in organized or individually, they are doing less activity in raising their equality. However higher leaders by their internal initiative considered women recruitment to the military as important and are implementing it.

For the open ended question produced to the respondents if "they think a women right to be recruited in the military is respected equal to men"? They replied in two ways in which some of the respondents said yes. The other side that is supported by more respondents said no; they reasoned claiming women haven't still get equal chance of recruitment to the military. Their number still is limited. For long time before, they were restricted from recruitment and denied their right to work in the military.

E. Women in national defense through their organization are working strong for the applicability of their participation and benefit stipulated in the institutional laws, regulations, directives, strategies and annual plans.

	Frequency	Percent	Cumulative Percent
strongly agree	5	2.8	2.8
agree	36	20.3	23.3
neutral	32	18.1	41.5
disagree	**86**	**48.6**	**90.3**
strongly disagree	17	9.6	100.0
Total	176	99.4	
Missing	1	.6	
Total	177	100.0	

Figure 14: Women strong organizational work to apply institutional laws and annual plans.

Source: own survey data, 2017

Majority number of participants disagree with a frequency of 103 respondents or 58.6% while smaller number of the respondents agree in a frequency of 41 or 23.3 percent. The third one is neutral that shared 32 or 18.2 percent.

The interviews and group discussions conducted with higher officials clearly exposed that there is no organized activity by the women for the applicability of their participation in decision making positions and benefit as per the gender issues incorporated in the organization's regulations, directives, strategic and annual planintended for women empowerment. As of the respondents, defence women affairs directorate is running in the truck to perform the duty given to them; the other departments do not consider that they have an obligation do with gender mainstreaming agenda part of the other duties given to them. The respondents stressed that the gender issues are well described in the documents but done less in practice. Respondents proved that there is a gap in between the theory and practice as well as on the level of awareness among women and men employees in the organization. There is also low level of awareness creation on gender issues and how they have to be implemented, on the need to have unique guideline regarding women to enable all women and men leaders feel responsiveness and questionable in the way they fail their duty as well as avoid their implied resistance to gender equality.

Therefore, it can be concluded that women in national defense through their organization were performing weaker for the applicability of their participation in all the leadership positions and benefit as mentioned in the organization's regulations, directives, strategic and the annual plans.

4.3.4. Respondents perception on women individual activity with regard to their empowerment.

Here, seven questions were raised to assess current individual women activity and responded as put down here.

A. Suitable condition is established for women through the organizational policy, strategy, regulation and directives.

	Frequency	Percent	Cumulative Percent
strongly agree	13	7.3	7.3
agree	72	40.7	48.0
neutral	35	19.8	67.8
disagree	**56**	**31.6**	**99.4**
strongly disagree	1	.6	100.0
Total	177	100.0	

Figure 15: establishment of suitable condition for women through organizational laws

Source: own survey data, 2017

As of the cumulative response shown above in figure 15, 13 (7.3%) and 72 (40.7%) support strongly agree and agree as of their consequence. Correspondingly, about 1(0.6%) and 56 (31.6%) preferred strongly disagree and disagree respectively. The third category opted by the respondents was the neutral that shared 35 or 19.8% of the total. Generally, 85 people (48%) agreed while 57 people (32.2%) have chosen disagree. Here, participants asserted that there is suitable condition as per the policy, regulation, directive strategic policy and annual plan; because all these laws incorporated what has to be done in regard of gender issue. Example, the organizational annual plan of 2016/2017 under the title of performances pertaining to women capacity building and increment of their equal participation; it specified that all leaders are responsible for gender mainstreaming, women equality and capacity building as well as their empowerment which has to be performed by plan. Military and civilian women in national defence shall get defined quota in nominations to capacity building and education centres. Those who engaged to the institutions shall get special attention and support to enable them compute to high leadership positions. The regulation and the strategic plan have also included more responsibilities on leaders.

Defense officers appeared in the researcher's interview and group discussion suggested that the organization has already included gender issues in its laws; however, two things are left i.e. 1st, Machineries of the organization do not take and perform gender mainstreaming issues part of the other duties they are responsible for. 2nd, there is a need to prepare gender related independent guideline to acquire direction how women can gain knowledge and improve their skill, give way to compute and empower, enforce equality as well as oblige leaders perform diligently or be liable for failure. Most leaders posted at different leadership positions have left gender related activities to women taking it as solely women's responsibility. There is no review of gender issues in half a year or annual performance evaluations as of the other responsibilities or no one still questioned for non performing gender issues. Conversely, Women themselves are going calm on the condition that they are prohibited from decision making positions in contradiction to the laws.

B. Most women have built competitive capacity that enables them to work at the institution's high leadership positions.

	Frequency	Percent	Cumulative Percent
strongly agree	4	2.3	2.3
agree	20	11.3	13.6
neutral	25	14.1	27.7
disagree	**109**	**61.6**	**89.3**
strongly disagree	19	10.7	100.0
Total	177	100.0	

Figure 16: Women competitive capacity related.

Source: own survey data, 2017

Significant portion with the frequency of 128 or (72.3%) of respondents choose disagree with the degree of 109 or 61.6% disagree and 10.7% strongly disagree. In the contrary, smallest portion that frequented to 24 or (13.6%) of respondents support the statement with 2.3% strongly agree and 11.3% agree. The remaining 14.1% preferred neutral response. the dominant number here is disagree for which respondents opposed the notion that built up of women competitive capacity intended to work at higher leadership positions.

In addition to the response found from the questionnaire, participants appeared in the interviews and group discussions claimed that women in the current situation are in a

lesser strength to defend their rights in an organized or individual manner with intent to advance their leadership skill and assertiveness. Majority of the long experienced women are discouraged to be taught a leadership education; because, most of them are not willful to lead the army units leaving their family and social life. Some interviewed respondents replied women at the moment eager for business education such as accounting intending their future.

As of the participants of the group discussion, even though the organization has included gender issues in its policies and strategies, 1, Enforcing machineries of the organization do not implement gender mainstreaming issues taking part of their duties they are responsible for. 2, there is a need to prepare gender related independent guideline to show how women can gain knowledge and improve their skill, give way to compute and empower, enforce equality as well as oblige leaders to implement diligently as well as make liable for failure. Number of leaders assigned at different leadership positions have left gender related activities to women taking it as solely women's responsibility; no leader is still questioned for non performing gender issues. Conversely, Women themselves have preferred to be quiet than straggling for their right and benefit on the condition that they are prohibited from decision making positions.

Therefore, it can be seen that most women are yet to build competitive capacity comparing to men.

C. Women are continuing strong on putting their influence to be empowered to high leadership positions.

	Frequency	Percent	Cumulative Percent
agree	17	9.6	9.6
neutral	25	14.1	23.7
disagree	121	68.4	92.1
strongly disagree	14	7.9	100.0
Total	177	100.0	

Figure 17: Women strong influence to be empowered to high leadership positions.

Source: own survey data, 2017

Participants reacted differently. 17 (9.6%) respondents agree and 135 (76.3%) disagree while 25 (14.1%) marked neutral. Here, the number of responses in disagree is highly dominant than the one stood in support of the point in question. The result implies that

women are unable to keep up their strength to influence organizational leaders empower them in to the higher leadership positions.

The interviewed and those participated in the group discussions stressed on the detachment of women organization. As of them, no strength will come out of strengthening organization. On their way of expression, they support their notion by the proverb called "Unity is strength" and add the point that some individuals may run fast to improve women equality and benefit but they can never reach their destination without making the agenda common to all and be supported by.

The pushing factors or hindrances they raised for the discontinuity of women strength are two namely:-

1. Internal factors dealt with women internal initiative that made them pessimistic. and do not prepare themselves academically and mentally for such right positions. They don't have powerful organization to make pressure on the leaders of the organization to have chance to join high leadership positions.
2. External situation that belonged to the organization at large, the human resource main department and male work mates as they all kept silent to address gender issues and no constructive activity is observed with regard to their capacity building to enable them equipped skill of leadership. Human resource administration was criticized for doing less on the organization of women affairs directorate intending to perform effectively. Women affairs offices at different levels are described by the respondents as stay places for women who have less qualification in other fields of work.

D. Women have built confidence for their worthiness to national defense equal to men.

	Frequency	Percent	Cumulative Percent
strongly agree	9	5.1	5.1
agree	34	19.2	24.3
neutral	29	16.4	40.7
disagree	**85**	**48.0**	**88.7**
strongly disagree	20	11.3	100.0
Total	177	100.0	

Figure 18: women confidence building of their worthiness to the organization.

Source: own survey data, 2017

The reaction showed that 105 (59.3%) of the respondents select disagree while 43 (24.3%) favored agree. The ones who preferred neutral number are 29 or 16.4%. About two third of the respondents picked disagree on which they are disappointed on the issue that built up of confidence by women for their worthiness to national defense equal to men. The response affirmed that most women are still yet to build confidence for their worthiness to the organization and be accepted by the leaders by way of empowering them.

In addition to the quantitative data stated above, respondents invited to the interview and of the group discussion replied the issue quoted that women have mitigated their confidence since the demobilization held around 1993. As of the respondents, Women were not invited in the horrific situation of the Eritrean invasion and thought that they are less needy by the organization. The new successors were allowed since 2005 though went no longer as their recruitment stopped shortly and continued suspended up to 2011 meanwhile they allowed since 2011.

In the current situation, most long served and well experienced women are in the way to overcome their social life. The majority of those with higher rank are also reluctant because of the opportunity they lacked to be competitive and come less confident to share their experience to women followers. The participants added their grievance that in the positions of operational and/or strategic decision making, there is no woman that assumed higher position. Correspondingly higher ranked women are not seen raising questions as to why and get accurate answer while observing all high leadership positions have assumed by male counter parts. Therefore, it can be seen that women haven't still built confidence for their worthiness because of their internal factors and the external factors as well.

E. Most women are acquiring equal chance to learn in defense capacity building centers.

	Frequency	Percent	Cumulative Percent
strongly agree	7	4.0	4.0
agree	28	15.8	19.8
neutral	22	12.4	32.2
disagree	101	57.1	89.3
strongly disagree	19	10.8	100
Total	177	100.0	

Figure 19: women chance to learn in defense capacity building centers related

Source: own survey data, 2017

Answers as shown in the above bar chart number 19 in a frequency of 7 and 28 or 4.0% and 15.8% strongly agree and agree consecutively quite the reverse of 18 and 101 or 10.2% and 57.1% strongly disagree and disagree. The third point put as neutral amounted to 22 or 12.4%. The sum of those who nominated both agree counted 35 and covered 19.8% of the total while the ones who preferred the disagree sides numbered 119 and shared 67.3%. Here, more than two third of the total respondents preferred disagree. The cumulative point of the respondents conformed that women haven't get equal chance to men in the defence capacity building centres especially the colleges.

In the course of interviews and the group discussions held with respondents, all participants in the same manner responded that women haven't get the chance to hold and be trained in defence colleges as of the men. They were participating in the four months crush courses that the colleges are giving as well as the six months crush courses for the increment of rank. If the college could allow women with junior major rank, little lesser entrance point from the male and specify quota for women, the problem could be solved.

The Defence command and Staff College stationed in Janmeda, Addis Ababa on the other hand has long teaching experience that reached 11th round graduates but has not included women on its eleven round batches of masters, first degree or diploma graduates. Figuratively, Defence command and Staff College on its nine batches, they graduate around 463 students but all men, no single women was there. On the ongoing study of 10th and 11th batches, the college found giving masters program to around 60 and diploma to 50 students but found no women.

The college didn't try to make any research to enable them identify the problem that hinder women to participate or did no activity to make solution. As of the participants, entrance criteria to the college dealt on three key measurements i.e. rank, senior major and above; entrance point, 2 and above as well as age, below 43; however, they couldn't get women below the age specified and senior major because of their recruitment. The ones who served longer reached above 43 and the recently engaged are yet to be senior majors. Here, the colleges felt to assess other means to fill the gap but were going with no solution. The other failure of the college was also the strength of influence they were putting on departments, commands and other concerned offices. On the criteria they were sending, they lacked to put their influence on the above mentioned bodies to nominate women as of the men rather than sending their good wish "women are encouraging to

come." part of the college leaders and other selected participants have admitted the failure as they haven't do any activity to encourage women by making arrangements.

The other one that targeted by the study was the Union military staff college placed in Mekelle with the mandated to educate certificate, crush course, diploma and first degree to non-commissioned, line officers and above. The college has long stay and graduated more than nine rounds. In the college's eight rounds, it graduated 1103 male and 04 women. Now, about 69 male and 3 women are under way. As it is seen in the data, the ratio of women to men is seen highly different in which women still haven't get equivalent number.

On an interview and group discussions held with the commandants and other respondents nominated for, they asserted that they wished to have more number of women in the college but unable to do it. They admitted that they did nothing to make study and identify the problem that prohibits women to come to the college. The other failure of the college was also unable to take other solutions by way reviewing the entrance criteria or by influencing human resource main department to consider the problem and put influence on the departments who wished to send learners specifying quota for women. In the same fashion as of defense command and staff college, they were including the phrase "women are encouraged to participate" on the invitation they were sending for nominees.

The commandants and other respondents of the two colleges in the course of group discussions and the interviews replied they didn't take it serious and admitted it as their problem.

F. Women are going keep of their leadership strength and hero,

	Frequency	Percent	Cumulative Percent
strongly agree	6	3.4	3.4
agree	42	23.7	27.1
neutral	17	9.6	36.7
disagree	**94**	**53.1**	**89.8**
strongly disagree	18	10.2	100.0
Total	177	100.0	

Figure 20: Women leadership strength and hero related

Source: Own survey data, 2017

Respondents replied in contradiction to the issue raised by 112 or 63.3% in which 94 (53.1%) disagree and 18 (10.2%) strongly disagree. In the reverse, 48 respondents or 27.1% choose agree having 42 (23.7%) agree and 6 (3.4%) strongly agree. The remaining 17 (9.6%) respondents preferred neutral. Hence, the evidence frozen that majority number of women are unable to keep going their leadership strength and hero and build assertiveness consequently. Respondents who participated in the interview and group discussions reviled the current women condition and stressed on the gap created between the long experienced with higher rank and the newly recruited women; the ones who served long are now getting tired and trapped by social life; they can't perform their leadership duty keeping up of their past strength and hero. Conversely, the new generation also found yet to rich experience and strength following the footstep of the previous ones. Consequently, scarcity has already created on the way of getting strong women those can compute to high leadership in the organization.

G. Women have acquired the benefits of affirmative action

	Frequency	Percent	Cumulative Percent
strongly agree	3	1.7	1.7
agree	29	16.4	18.1
neutral	19	10.7	28.8
disagree	70	39.5	68.4
strongly disagree	56	31.6	100.0
Total	177	100.0	

Figure 21: Women leadership strength and hero related

Source: Own survey data, 2017

The question has responded by majority of disagree supported by 126 or 71.1% in which 56 (31.6%) strongly disagree and 70 (39.5%) disagree. Conversely, 32 respondents that hold 18.1% preferred agree in which 3 (1.7%) strongly agree and 29 (16.4%) agree. The third category was the neutral that pooled 19 or 10.7%. In general, the answers received from the quantitative data proved that women are not in the status of getting benefit of affirmative action as stipulated in the FDRE constitution and other descending laws and policies.

Informants who gave their witnesses on the interviews and group discussions expressed their feeling on the non applicability of the principle of affirmative action. Gender issues

specified in strategy and plans are left impracticable. Concerned leaders are still yet to consider gender issues as their responsibility and no question for low performance of gender related activities; the main problem is emanated mainly from women internal defeatist.

4.2.5. Respondents perception to male related view and performance on women Empowerment.

To assess what male feel and do on women empowerment, four questions were raised and replied by the respondents as shown below.

A. Male believe that posting women at higher leadership positions can bring effective change as of the male.

	Frequency	Percent	Cumulative Percent
strongly agree	60	33.9	34.1
agree	72	40.7	75.0
neutral	17	9.6	84.7
disagree	27	15.3	99.4
Strongly disagree	1	.6	100.0
Total	177	100.0	

Figure 22: Women leadership strength and hero related

Source: Own survey data, 2017

As indicated in 22 above, majority number of the respondents i.e. 132 or 75.0 % selected agree in which 60 (34.1%) strong agree and 72 (40.9%) agree. In the reverse, 28 (15.9 %) selected disagree having 27 respondents (15.3%) disagree and 1 (0.6%) strongly disagree. The rest 17 (9.7%) of the respondents favored neutral. Therefore, men show they have good view on women leadership while posted at higher decision making positions.

On the interviews and group discussions held with respondents, they assure that there will be no problem while they are being led by women. As of them, there were strong women leaders who were effective and beloved by their followers in the past. Respondents added their view on offices led by women can better fight corruption and better in good governance as they . are curious, clemency and sympathetic in nature.

B. The second question produced to the respondents was male are making constructive support on women capacity building to enable them empowered to higher leadership positions.

	Frequency	Percent	Cumulative Percent
strongly agree	9	5.1	5.1
agree	49	27.7	32.8
neutral	35	19.8	52.5
disagree	**78**	**44.1**	**96.6**
strongly disagree	6	3.4	100.0
Total	177	100.0	

Figure 23: Women leadership strength and hero related

Source: Own survey data, 2017

Figure 23 above asserted that higher number of respondents replied in objection by the number of 78 or 47.5% disagree in which 6 (3.4%) strongly disagree and 72 (44.1%) agree. In the reverse, about 58 or 32.8% respondents favored agree accompanying 9 (5.1%) strongly agree and 49 (27.7%) whereas the ones who favored neutral numbered to 35 or 19.8%.

Here, the higher number is the disagree which indicated role of men on women capacity building was minimal as they were making non-considerable support to enable women to build up of their assertiveness and come fit for decision making positions.

Participants who shared their idea in group discussion and the interview reviled that male are duty bounded to assist women workmates to build up their strength but doing lesser to play their role. There was no notable activity made to support women due to training arrangements, encouragement to go and gain knowledge in defense capacity building centers /colleges/ as well as enabling them to get consecutive trainings through women affairs offices.

C. The third question appeared to the respondents was “men are committed to be led by women believing they can bring tangible change”.

	Frequency	Percent	Cumulative Percent
strongly agree	21	11.9	11.9
agree	**63**	**35.6**	**47.5**
neutral	33	18.6	66.1
disagree	53	29.9	96.0
strongly disagree	7	4.0	100.0
Total	177	100.0	

Figure 24: Women leadership strength and hero related

Source: Own survey data, 2017

Respondents as indicated above in figure 24 stood in majority support by 84 or 47.5% agree that encompasses 21 (11.9%) strongly agree and 63 (35.6%) agree. conversely, 60 (33.9%) stood on the side of disagree having 7 (4.0%) strongly disagree and 53 (29.9%) disagree. The ones who privileged the neutral stand numbered 33 (18.6%).

Here, the dominant number stood in support of the point and show there was commitment on the side of men to be led by women believing they can bring effective change while lesser numbered of them objected the notion and those who favored neutral had no stand in between agree or disagree.

On the other hand, informants of the interviews and of the group discussions expressed their feeling in two ways. Part of the respondents' supported women effective leadership even better than men. The other side felt to support replying women are less effective to put strong decision. These respondents supported their stand claiming women leaders have accustomed with support but yet to well come criticisms especially in challenging situation considering that can support them shape their way. Respondents added their grievance that number of strong women who can fit to the stated positions and able to bring concrete change in the organization now are very few.

D. The last question of the questionnaire was put as male are relieved from the cultural influence that dominates women.

	Frequency	Percent	Cumulative Percent
strongly agree	10	5.6	5.6
agree	33	18.6	24.3
neutral	32	18.1	42.4
disagree	**92**	**52.0**	**94.4**
strongly disagree	10	5.6	100.0
Total	177	100.0	

Figure 25: Women leadership strength and hero related

Source: Own survey data, 2017

Respondents' put their perception in the three categories of agree disagree and neutral. Accordingly, the dominant number preferred disagree that shared 102 or 57.6% which include 10 (5.6%) strongly disagree and 92 (52.0%) disagree. In the contrary, 43 (24.2 %) chosen agree in the share of 10 (5.6%) strongly agree and 33 (18.6%) agree. The third stand that favored neutral was frequented to 32 or 18.1%.

Participants appeared in the interview and the group discussion expressed their observation uniformly in a way that it is true change has come with regard to cultural influence and gender issues get due consideration and enabled to be guaranteed in the ways of in health care, equal pay for equal work, getting equal access in rank increment up to colonels, participate in peace keeping missions and so on. Nevertheless, two gaps which are yet to be solved are still there; i.e. in home relationship and Work station related gaps.

In home responsibility is concerned to the husband and wife whom the couples in the same rank or status have the same responsibility but in reality, the more responsible still is the wife than the husband. Women higher officers are still unable to move out and work freely as of men because of the fear of their children while the men are in a more privilege to move and work out of home for days, months or years with lesser threat to the care of their family.

As of the respondents, women are unhappy to leave their children for any reason; this limits their competitiveness in out of home performance moving free as of the man. On the contrary, men feel comfort while they go out of home for longer days or months of work but not have the same consent on their wives to go through. The other problem that some respondents expressed was they can't trust when their wife stay out of home even for tangible and known duty or mission. On decisions belonged to both the husband and the wife, male are still in a better position to decide what they feel useful leaving wife's consult but not agree while the wife decide leaving her husband's consult.

The second way is the work place influence in which men are more preferable than women. They are in a status to acquire better chance of getting higher ranks of Generals as well as assuming higher decision making positions correspondingly.

Chapter 5: Conclusion and recommendation

5.1. Conclusion

The objective of the study was intended to assess women empowerment in Ethiopian national defence's strategic and Operational leadership positions with intent to identify the gap that women at the current situation are faced and assess possible strategies to enhance their empowerment through the means and enablement.

For the fulfilment of the general objective, it sub divided in to specific objectives; i.e.

- Assess women empowerment at strategic and operational leadership positions comparing to men,
- justify leadership positions occupied by women and
- Identify the challenges that hinder women to come up to leadership positions.

A. Conclusion on the organization related findings.

The organization has proclamation, regulation that specified to have both men and women employs and combatants. There are also more than fifty guidelines to enable each performance go lawfully and coercively. There is also five years strategic plan and annual plans prepared annually.

The gaps found as per the assessment are:-

- Even though there are laws, regulations and guidelines that took gender issues part of the all round responsibilities of the organization, there is no implementing mechanism; leaders posted at all levels of leadership felt to implement or questioned for their failure.
- There was a need to have independent guideline to have direction on women empowerment and coerce those negligently leaving gender related activities related to their capacity building, placement but not established,
- Although women have legal right to hold positions of the strategic and operational leadership positions, no women have found positioned in the two selected areas.

The reason for the absence of women in the stated leadership positions is emanated form two factors.

Internal factor that comes from the women themselves as the long experienced women come tired to be competitive in the current decision making positions because of they lacked to keep going their leadership strength through continuous learning, on job trainings to be assertive, Most women have no question why they relieved from the decision making positions.

External factor that emanate from the organizational leaders are all the strategic and operational leadership positions are occupied by men with no room for women The reason as stated in the analysis is lack of commitment on the side of male organizational leaders to have women participate in the specified positions. No measures or efforts are being taken to enable them capacitated and acquire them leadership skill, they are made to be out of the leadership education being given by the two defense colleges, no supportive criteria and specified quota is given as per the affirmative action. As per the secondary data collected from the two colleges, women were not able to participate at all.

B. Human resource main department related findings.

The findings related to human resource main department were dealt on four questions and all responded negatively. As per the compiled response;

- The main department has put less support on the organization of women affairs directorate by knowledgeable women experts and unable to perform its duty effectively.
- The office is not diligent on women to get chance in recruitment to the military specifying their share equal to men.
- The office was doing less for women to learn and get knowledge in the organization's capacity building centers specifying supportive criteria and stipulating their quota with intent to upgrade their leadership skill and knowledge to enable them empower to high decision making positions. In the 9^{th} to 11^{th} round graduations held by the colleges; they were not considered.

C. Women organization and individual activity related findings

Defense women affairs directorate was mentioned the only one struggling for women reorganization, doing gender related activities and women rights to be respected though the office lacked knowledgeable experts and positive support.

As of the responses collected from the participants;

- Defense women affairs directorate has shortage of knowledgeable women so as to bring effective change by way of making studies and on job trainings to change the attitude as well as to challenge masculine influences.
- As per the second and third issues, women are considered as having weaker performance to make organized effort for the acquisition of strategic and operational leadership positions and support to each other on women capacity building.
- Women are playing a limited role on women followers to be recruited in military, improve the competitiveness and benefit those at work. The responses asserted that the well experienced women are reluctant for women recruitment to be continued and share their experience to the newly engaged women in the field work.
- Women have less commitment to built competitive capacity for the applicability of their participation and benefit stipulated in the organizational laws, regulations, directives, strategies and annual plans. Gender issues are well incorporated in the documents but their practicability came diminished. They haven't built full confidence for their worthiness to high leadership levels. Therefore, they are evaluated weaker in strengthening their organization and perform what is expected from them accordingly. Majority of women are mentioned going cool while some of them are in good effort.
- They are yet to acquire benefit of affirmative action. Therefore, enforcement of the affirmative action as of the laws concerned to gender issue are not in the status of applicability.
- Women offices opened out of the directorate have no independent budget which they can control and used for the success of the mandate they carried out. They still are doing their duty being under the influence of the secretariat.

D. Male related findings conclusion

Four questions have given to the respondents and replied in positive and negative.

- The respondents asserted that men believe posting women at higher leadership positions can bring effective change.
- Men are evaluated weaker in their constructive support to women capacity building to enable them empowered to higher leadership positions. They are criticized for their less support on women nomination to defense colleges for capacity building to enable them equipped leadership skills.
- On the other side, men are evaluated not free of the cultural influence that gave more freedom to men than women.

In general, all the collected responses found from questionnaires, interviews, group discussions and the secondary data gave full answer to the specific objectives.

Accordingly, the current condition of women empowerment at strategic and operational leadership positions comparing to men assess is assessed and answered that women as per the study have lacked the place and the way to the place as there are no activities to enable them build their capacity. The second specific objective that intended to justify leadership positions occupied by women as compared to men is also answered in a way that all high ranked women are posted at the third lower level of leadership. No woman has got the middle (operational) or the higher (strategic) leadership levels named by main departments' heads and deputies; main directorates' directors; commands' commanders and their deputies and the Air force commander within the deputies.

It is true that in the current situation, the organization had ranked about four women Generals in contrary to that of the previous ones which was unthinkable to see woman in General or colonel rank. But, there is no woman even in the third lower tactical level of combat leadership. all they are posted at staff works like medication, finance, secretaries, audit and so forth.

As per the third specific objective, the challenges that hinder women to come to the stated leadership positions are identified and seen in two ways i.e. internal challenges that emanate from women themselves and external challenge that come from the organization and human resource main department, capacity building centres especially colleges those lacked commitment to establish an implementing system regarding women empowerment by way of building their leadership capacity through education.

5.2. Recommendations:

Respondents stressed on the ground that there should be common understanding on the worthiness of women to the organization and have the right to work equal to men as per the international agreements and of the national laws guaranteed by F.D.R.E. constitution.

A. Organization related recommendation:-

- Gender issues that incorporated in its laws, regulation, guidelines and strategic and annual plans of the organization shall come to be enforceable and binding by way of establishing implementing mechanism.
- There is a need to have independent gender related guideline for all concerned bodies to have right direction and warn those negligent to be liable in failure of duties.
- The organization should consider and give way to women for capacity building and empowerment to ascertain their equal opportunity and competitiveness to the strategic and operational leadership positions.
- Allocate adequate budget and allow to be govern by the offices out of the secretariat track.

B. Human resource main department related recommendation:-

- The main department shall trust on women importance to the organization and do better on gender participation and enjoyment of their rights; enable women affairs directorate and its branch offices to be reorganized by knowledgeable experts for better performance.
- Put mechanism that enable women to learn and build up their leadership capacity through defense colleges specifying supportive criteria on the minimum required rank and giving quota as per the affirmative action.
- Consider women in nominations to strategic and operational leadership positions and the other combat leadership levels for fulfillment of their rights and the duty they have to carry out as they are half of the public.

C. Women organization and individual performance related recommendation.

- Women affairs directorate has to fasten its relation with human resource main department to get skilled staff members for the fulfillment of their duty. The directorate's shortage of knowledgeable women has to be solved so as to bring effective change by way of making studies and on job trainings to change the attitude as well as to challenge masculine influences.

- It is known that organization is power and no success is acquired on individual activity. Then, they must fasten their organization, evaluate periodically and make arrangements. They shall do better for the fulfillment of the principles of affirmative action which they guaranteed by F.D.R.E. constitution and the other national and organizational laws, directives and guidelines for the acquisition of strategic and operational leadership positions and support to each other on women capacity building.
- The office is required to facilitate conducive environment whereby the long served and high ranked women to share their success stories. They have to review their limited role on women and build competitive capacity for the applicability of their participation and benefit stipulated in the organizational laws, regulations, directives, strategies and annual plans. They have to build full confidence for their worthiness to high leadership levels.
- They have to ask why they relieved from nominations to the defense colleges to scale up their leadership capacity and put aside from combat leadership, the operational and strategic leadership positions and fill the gap.
- They must work strong to be benefited from the principles of affirmative action.
- Women offices opened out of the directorate have no independent budget which they can control and used for the success of the mandate they carried out. They still are doing their duty being under the influence of the secretariat.

D. Male related recommendation

Men and women have equal duty and benefit as both stood for the same aim in the army and men have to understand that women competitiveness and empowerment is valuable to all. So,

- Male leaders have to show constructive support for women capacity building to enable them empowered to decision making positions.
- They have to be free of the cultural influence whether at work place and/ or at home. They shall give freedom to their female partners as they wished to be free of others influence.
- Resistances to gender equality can never be tackled only by women affairs; it rather be challenged by all concerned bodies. Pushing all women issues to women's affair directorate can take no destination so far and all stake holders are responsible and do better for wellbeing of women empowerment.

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Annexes

Annex 1: Questionnaires (closed ended questions)

ADDIS ABEBA UNIVERSITY

COLLEGE OF BUSSINESS AND ECONOMICS

DEPARTEMENT OF PUBLIC MANAGEMENT AND POLICY

This questionnaire is design to assess women army members' empowerment on strategic and operational leadership positions in the case of ministry of Ethiopian national defense for partial fulfillment of the equipment for the master degree in public management and policy. The researcher has planned to collect the data from the ministry of national defense. So the researcher asks for your cooperation and genuinely answers the questions listed below.

The researcher will assure that your response will only be used for the purpose of this research and remains confidential.

Note:-

a. No need to write your name
b. Write your response on the space provided
c. Tick (√) in the space of your choice

1. <u>Background of respondents</u>

- Sex: - Male _____ Female _____.
- Age: - 30-40_____,41-50 _____, 51 and above _____.
- **Level of education**:-

  Between grade 8--10 _____, Grade 11--12 _____, TVET _____,

  Diploma_____, First degree_____, Masters_____, PhD _____.
- **Occupational Status**: -
  - ✓ Rank, _____.
  - ✓ Current department:- _____.
  - ✓ Title (position),_____.
  - ✓ Length of service in National Defense: - _____.

2. Closed ended Questions

2.1. Organization related questions

No	Item	Response				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2.1.1	The national defence has prepared policy, strategy and guideline regarding women.					
2.1.2	The organization has established an implementing system regarding women participation and benefit equal to men.					
2.1.3	The institution has established ways to women equal engagement to men in strategic and operational leadership positions.					
2.1.4	The organization has created favourable condition for women to be recruited in military equal to men.					
2.1.5	The organization has set criteria and specify share of women in the institution's capacity building centers to enable them learn equal to men.					

2.2.Human resource administration

No	Item	Response				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2.2.1	The office has made defence women affairs directorate to be organized by knowledgeable women experts for the effectiveness of their mission.					
2.2.2	Human resource main department is working diligently on women to get chance in recruitment to the military specifying their share equal to men.					
2.2.3	The office is working diligently on women to gain knowledge in the institution's capacity building centres by specifying criteria and stipulating their share.					
2.2.4	The office applied affirmative action with regard to women capacity building that enable them empowers to high decision making positions.					

2.3.Women organization related question

No	Item	Response				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2.3.1	*Defence women affairs directorate is organized by skill full experts and working widely and strong on women capacity building.*					
2.3.2	*Because of they made organized effort and struggle, women have acquired strategic and operational leadership positions.*					
2.3.3	*As women established strong organization and support to each other, they work strong on women capacity building and to empower to high decision making positions.*					
2.3.4	*Women as per their organization are playing all expected from them for women followers to be recruited in military and to improve the competitiveness and benefit of those at work.*					
2.3.5	*Women in national defence through their organization are working strong for the applicability of their participation and benefit stipulated in the institutional laws, regulations, directives, strategies and annual plans.*					

2.4. Women related questions

No	Item	Response				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2.4.1	*Suitable condition is established for women through the institutional policy, strategy, regulation and directives.*					
2.4.2	*Most women have built competitive capacity that enables them to work at the institution's high leadership positions.*					
2.4.3	*Women are continuing strong on putting their influence to be empowered to high leadership positions.*					
2.4.4	*Women have built confidence for their worthiness to national defence equal to men.*					
2.4.5	*Most women are acquiring equal chance to learn in defence capacity building centres.*					
2.4.6	*Women are going keep of their leadership strength and hero.*					
2.4.7	*Women have acquired the benefits of affirmative action.*					

2.5. Male related questions

No	Item	Response				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2.5.1	*Male believe that posting women at higher leadership positions can bring effective change as of the male.*					
2.5.2	*Male are making constructive support on women capacity building to enable them empowered to higher leadership positions.*					
2.5.3	*Men are committed to be led by women believing they can bring tangible change.*					
2.5.4	*Male are relieved from the cultural influence that dominates women.*					

3. Open ended Questions /Additional questions/

Additional questions to those mentioned above:-

3.1. De you trust that women in the organization are going through competitive capacity with men.

3.2. Do women equally empowered in main directorates, main departments, Air force, Command leadership positions?

3.3. Is there capacity building activity to enable women empowered to high decision making positions? If yes, how?

3.4. Do you think affirmative action is applicable in National defense? If yes, how you define it?

3.4. Is there policy, strategy, directive or any other document that support women empowerment and befit? If yes, please mention it.

3.5. Do you think right of women in owning positions of high decision making in the current defense development is improved?

Do you think a women right to be recruited in the military is respected equal to men?

What hindrances you think to women empowerment in national defense? Mention them.

Any suggestion you wish to add more:

Annex 2: questionnaires prepared in Amharic version

የአዲስ አበባ ዩኒቨርሲቲ

የኢኮኖሚክስ እና ቢዝነስ ኮለጅ

የህዝብ አስተዳደር እና ፖሊሲ ዲፓርትመንት

ይህ መጠይቅ የተዘጋጀው በሀገር መከላከያ ሚኒስቴር ውስጥ የሴቶች ለስትራቴጂክ እና ኦፕረሽናል አመራር (ሃላፊነት) የማብቃት ሂደትን አስመልክቶ የማስተርስ ዲግሪ ማሟያ ጥናት(ሪሰርች) ለማካሄድ ያለመ ነው።አጥኚው ለጥናቱ ይረዳው ዘንድ በቃለ መጠይቅ፣ በመጠይቅ እና ሰነዶችን በመመልከት መረጃ /ዳታ/ ለመሰብሰብ አቅዷል። በመሆኑም ጥናቱ ለአጥኚው የመመረቂያ ፅሑፍ ግብአት መሆኑን፣ ተቋማችንም በሴቶች ማብቃት ላይ በተከተለው ሂደት መታየት እና መስተካከል የሚገባው ካለ ለግብአትነት የሚጠቅመው መሆኑ ተገንዝበው መልካም ትብብርዎትን በመለገስ ከታች የተገለፁትን ጥያቄዎች አስተውለው እንዲሞሉለት እየጠየቀ የእርስዎ መልስ ለመመረቂያ ፅሑፉ ብቻ የሚያገለግልና በሚስጢር የሚያዝ በመሆኑ ያለ ስጋት ያለዎትን ተጨባጫ ምዘና (ግምገማ) እንዲሞሉለት በአክብሮት ይጠይቃል።

<u>ማሳሰቢያ</u>፡-

ሀ. ስም መሙላት አያስፈልግም፣

ለ. መልስዎ የሚያስቀምጡት በክፍት ቦታው ውስጥ ይሁን፣

ሐ. በጥያቄው ትይዩ እና በሚመርጡት መልስ ስር የራይት ምልክት (√) ያኑሩ፣

1. <u>የመልስ ሰጪ ሁኔታ /ፕሮፋይል/</u>፣
   - ፆታ፡- ወንድ _____፣ ሴት _____፣
   - ዕድሜ፡- ከ 30--40 _____፣ 41--50 _____ ፣ 51 እና ከዚያ በላይ _____፣
   - የትምህርት ሁኔታ
     ከ 8--10 _____፣ ከ 11--12 _____፣ ቲቪቲ _____፣ ዲፕሎማ _____፣ የመጀመሪያ ዲግሪ _____ ፣ ማስተርስ _____ ፣ ዶክትሬት _____ ፣
   - የስራ ሁኔታ፣
     - ✓ ማዕረግ ,_____፣
     - ✓ ክፍል _____፣
     - ✓ ሀላፊነት _____፣
     - ✓ በመከላከያ ያገለገሉበት ዘመን _____፣

2. ዝግ ጥያቄዎች

2.1. ተቋም ነክ ጥያቄዎች

ተ/ቁ	ጥያቄ	መልስ				
		መጣም እስማማለሁ	እስማ ማለሁ	አላው ቅም	አልስ ማማም	ፍፁም አልስማማም
2.1.1	መስላሽያ ሴቶችን የሚመለከት ፖሊሲ፣ ስትራቴጂና መመሪያ አዘጋጅቷል፣					
2.1.2	ተቋሙ የሴቶችን ሁለ-ገብ ከወንዶች እኩል ተወዳዳሪነት፣ ተሳታፊነትና ተጠቃሚነት ማረጋገጥ የሚያስችል የአሰራር ስርዓት ዘርግቷል፣					
2.1.3	ተቋሙ ሴቶችን በስትራቴጂክና ኦፕረሽናል አመራር ተሳትፎ ከወንዶች ጋር ተመጣጣኝ እድል እንዲኖራቸው አድርጓል፣					
2.1.4	ተቋሙ ሴቶችን ከወንዶች እኩል ለውትድርና የመቀጠር መብታቸው እንዲረጋገጥ የተመቸ እድል ፈጥሯል፣					
2.1.5	ሴቶች በተቋሙ የዓቅም ግንባታ ማእከላት ገብተው እንዲማሩ የሚያስችል መመዘኛ ተዘጋጅቶላቸውና ከወንዶች እኩል ዕድል አግኝተው እንዲማሩ ኮታ እየሰጠ ነው፣					

2.2. ሰው ሀብት አስተዳደርን የሚመለከቱ ጥያቄዎች፣

ተ/ቁ	ጥያቄ	መልስ				
		መጣም እስማማለሁ	እስማ ማለሁ	አላው ቅም	አልስ ማማም	ፍፁም አልስማማም
2.2.1	የሴቶች ጉዳይ ዳይሬክቶሬት ውጤታማ ሰራ ማድረግ በሚያስችል አቅም ባላቸው ሴት ኤክስፐርቶች እንዲደራጅ በማድረግ ጉልህ ድጋፍ ያደርጋል፣					
2.2.2	ሴቶች በሰራዊት አባልነት የመቀጠር ከወንዶች ጋር እኩል ዕድል እንዲያገኙ ተጨማሪ ድጋፍ /የተለየ ኮታ/ በመስጠት በትጋት እየሰራ ነው፣					
2.2.3	ሴቶች በተቋሙ የዓቅም ግንባታ ማእከላት ገብተው እንዲማሩ ልዩ የምልመላ መስፈርት በማዘጋጀትና ኮታ በመስጠት በትኩረት ይሰራል፣					
2.2.4	ሴቶችን ለከፍተኛ ሀላፊነት ለማብቃት የሚያስችል የልዩ ድጋፍ ስርዓት /አፈርማቲቭ አክሽን/ ስራ ላይ አውሏል፣					

2.3. የሴቶች አደረጃጀትን የሚመለከቱ ጥያቄዎች፤

ተ/ቁ	ጥያቄ	መልስ				
		መጣም አስማማለሁ	እስማ ማለሁ	አላው ቅም	አልስ ማማም	ፍፁም አልስማማም
2.3.1	የመከላከያ ሴቶች ጉዳይ ዳይሬክቶሬት ዓቅም ባላቸው ኤክስፐርቶች በመደራጀት የሴቶችን ዓቅም በሚያሳድጉ ሰፋፊና ጠንካራ ስራዎች እያከናወነ ነው፤					
2.3.2	ሴቶች ባደረጉት የተደራጀ ጥረት በተቋሙ የስትራቴጂክ እና ኦፕረሽናል አመራር አደረጃጀቶች ቦታ አግኝተዋል፤					
2.3.3	ሴቶች በፈጠሩት ጠንካራ አደረጃጀትና መደጋገፍ የሴቶችን አቅም በመገንባትና ወደ ከፍተኛ ውሳኔ ሰጪ ሃላፊነቶች ለማደግ ሰፊ ስራ ሰርተዋል፤					
2.3.4	ተከታይ ሴቶችን በውትድርና እንዲቀጠሩ እና ስራ ላይ ያሉትን የተወዳዳሪነትና ተጠቃሚነት ዓቅማቸው እንዲጠናከር የሚጠበቅባቸው ሁሉ ይሰራሉ፤					
2.3.5	በተቋሙ ሕጎች፣ደንቦች፣ መመሪያዎች ስትራቴጂክ እና ዓመታዊ እቅዶች ስለ ሴቶች ተሳትፎና ተጠቃሚነት የተቀመጡ መብቶች ስራ ላይ እንዲውሉ ሴቶች በአደረጃጀታቸው ሰፊ ስራ እየሰሩ ናቸው፤					

2.4. ሴቶችን የሚመለከቱ ጥያቄዎች፤

ተ/ቁ	ጥያቄ	መልስ				
		መጣም አስማማለሁ	እስማ ማለሁ	አላው ቅም	አልስ ማማም	ፍፁም አልስማማም
2.4.1	በተቋሙ የአሰራር ስርዓቶች (ፖሊሲ፣ ስትራቴጂ፣ ደንቦችና መመሪያዎች) ውስጥ ለሴቶች ተሳትፎና ተጠቃሚነት ምቹ ሁኔታዎች ተዘርግተውላቸዋል፤					
2.4.2	አብዛኞቹ የተቋሙ ሴቶች በከፍተኛ አመራር ሀላፊነቶች ለመስራት የሚያስችል አቅምና ተወዳዳሪነት ገንብተዋል፤					
2.4.3	ሴቶች ወደ ተቋሙ ከፍተኛ የአመራር ቦታዎች ለማደግ ግፊት በማድረግ ጥንካሬያቸው አስጠብቀው ቀጥለዋል፤					
2.4.4	ሴቶች ተቋሙን ከወንዶች እኩል እንጠቅመዋልን የሚል በራስ የመተማመን መንፈስ ገንብተዋል፤					
2.4.5	አብዛኞቹ ሴቶች በመከላከያ የአቅም ግንባታ ማእከላት ገብተው የመማር እኩል ዕድል እያገኙ ናቸው፤					

2.3.6	ሴቶች ጀግንነታቸውና የመሪነት ጥንካሬያቸው አስጠብቀው ቀጥለዋል፣					
2.3.7	ሴቶች በልዩ ድጋፍ /Affirmative action/ ተጠቃሚነታቸው ተረጋግጠላቸዋል፣					

2.5. ወንዶችን የሚመለከቱ ጥያቄዎች፣

ተ/ቁ	ጥያቄ	መልስ				
		መጣም እስማማለሁ	እስማ ማለሁ	አላው ቅም	አልስ ማማም	ፍፁም አልስማማም
2.5.1	ሴቶች በተቋሙ በከፍተኛ አመራርነት ተመድበው ቢመሩ የወንዶችን ያክል ውጤታማ ለውጥ ያመጣሉ ብለው ያምናሉ፣					
2.5.2	ወንዶች ሴቶችን ወደ ከፍተኛ የሃላፊነት ቦታዎች ለማሳደግ በሚስችል የአቅም ግንባታ ስራ ጉልህ ድጋፍ ያደርጋሉ፣					
2.5.3	ሴቶች በሃላፊነት ተመድበው ተጨባጭ ለውጥ እንደሚያስመዘግቡ አምነው በሴቶች ለመመራት ዝግጁ ናቸው፣					
2.5.4	ወንዶች ሴቶችን የበታች አድርጎ ከሚያሳይ ባህላዊ ተፅእኖ ተላቀዋል፣					

3. ተጨማሪ ክፍት ጥያቄዎች

እላይ ከተገለፀው በተጨማሪ በዝርዝር ለሚገልፁት ሀሳብ፡-

3.1. በተቋሙ ውስጥ ሴቶች ተወዳዳሪ ዓቅም ገንብተው እየተጓዙ ነው ብለው ያምናሉ?

3.2. በመከላከያ ዋና ዳይሬክቶሬት፣ ዋና መምሪያ፣ እዝ፣ አየር ሀይል እና ሌሎች ተመሳሳይ የከፍተኛ ሃላፊነት ቦታዎች ሴቶች እኩል ተሳታፊ ናቸው ይላሉ?

3.3. ሴቶች በከፍተኛ የውሳኔ ሰጪ ሀላፊነት ቦታዎች እንዲሳተፉ የሚያስችል የማብቃት /ዓቅም ግንባታ/ስራ ይሰራል? መልስዎ አዎ ከሆነ በምን መልኩ?

3.4. የልዩ ድጋፍ ትግበራ /አፈርማቲቭ አክሽን/ በመከላከያ ውስጥ ተግባራዊ ሆኗል? መልስዎ አዎ ከሆነ በምን ይገለፃል?

3.5. የመከላከያ ሴት አባላት ሁለንተናዊ ተሳትፎና ተጠቃሚነት የሚያረጋግጥ ፖሊሲ፣ ስትራቴጂ ወይም ሌላ የተዘጋጀ ሰነድ ያውቃሉ? ካለ ቢገልፁት፤

3.6. በመከላከያ የእድገትና የለውጥ ጉዞ ውስጥ የሴቶች የውሳኔ ሰጪነት ሀላፊነቶች እኩል ተሳትፏቸው ተረጋግጧል ይላሉ?

ሴቶች በውትድርና የመቀጠር ከወንዶች እኩል መብት ተረጋግጦላቸዋል ይላሉ?

ለሴቶች እድገት እንቅፋት ናቸው የሚሏቸው ምክንያቶች ካለ ቢዘረዝሩዋቸው፤

3.7. የሚጨምሩት ያልተገለፀ ሓሳብ ካለዎት፡-

Annex 3: Questions for interviews and group discussions

1. Are there policy and/or guidelines concerning women empowerment in national defense?
2. Are there differences between male and female in strategic and operational leadership positions? If yes, how?
3. Do you observe leadership commitment to involve women in decision making positions? How?
4. Is there a supportive criterion for women to build their capacity in the colleges of the organization?
5. Is principle of affirmative action implemented well? How?
6. Are there role models and committed to put their influence for their engagement to decision making positions of the organization?
7. Are women assertive equal to men in leadership aspect of the organization?
8. What challenges do you observe on women nominations to leadership position?

Annex 4: secondary data of Students graduated in Diploma, first degree and degree of masters in defence command and Staff College.

Batch no	program	No of graduates	Sex		Remark
			Male	Female	
1 -- 6	1st degree	304	304	--	graduated
7-- 9	Masters	59	59	--	graduated
8 -- 9	Diploma	73	733	--	graduated
10-11	Masters	60	60	--	On the way
10-11	Diploma	50	50	--	On the way

Source: own survey d data

Annex 5: crush course program given by defence command and Staff College

round	program	No of graduates	Sex	
			Male	Female
1--7	crush	245	242	03

Source: own survey d data

Annex 6: Refreshment program given by defence command and Staff College

round	program	No of graduates	Sex	
			Male	Female
1 and 2	Refreshment	29	29	--

Source: own survey d data

Annex 7: secondary data on degree program given by union military staff College

Batch no	faculty	No of graduates	Sex	
			Male	Female
1-8	communication	345	344	1
9-10	" " (current learners)	14	13	1
1-10	Intelligence	251	249	2
1-7	Engineers	178	178	--
8th	Engineers	07	07	--
1-7	Logistics	366	364	02
8-9	Logistics (current learners)	18	17	01
			1172	**07**

Source: own survey d data

Annex 8: crush course program given by union military staff College:

round	faculty	No of graduates	Sex	
			Male	Female
1-8	Engineering	407	406	01
9	Engineering	28	27	1
1-8	Logistics	5882	5874	08
Source: own survey data			**6307**	**10**

Annex 9: certificate program given by union military staff College:

round	faculty	No of graduates	Sex	
			Male	Female
3-5	Engineering	3196	3195	01
current	Engineering	43	42	01
Source: own survey date			**3237**	**02**