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## COLLEGE OF EDUCATION AND BEHAVIORAL STUDIES

### DEPARTMENT OF CIVIC AND ETHICAL EDUCATION

**The Role of Women's Participation in Leadership and Decision Making Position:  
The Case of *Ginnir Town Administration* in Oromia Regional State.**

by : **Tesfaye Alemu.**

**A research thesis submitted to the department of Civic and Ethical Education .Addis Ababa University in partial fulfillment for requirements of Master of Arts (MA) in civic and ethical education.**

Advisor : **Dr Kidanemeriam Paulos**

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ADDIS ABABA ETHIOPIA

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LEADERSHIP AND DECISION MAKING POSITION: THE  
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## Declaration

I, the undersigned Tesfaye Alemu declare that this research entitled with the role of women's participation in leadership and decision making position; in the case of Ginnir town Administration in Oromia Regional State is my original work under the supervision Advisor Dr **Kidanemeriam Paulos** . This thesis has not been presented in any other University and all source used in this thesis have been recognized.

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**Many thanks for all who wished my success!!!**

## **ACRONYMS**

CSA	Central Stetical Authority
DRC	Democratic Republic of Congo
FCSC	Federal Civil Service Commission
FDRE	Federal Democratic Republic of Ethiopia
ILO	International Labor Organization
IPU	Inter Parliamentary Union
MDG	Millennium Development Goal
NCTPE	National Committee FOR Traditional Practice
NWP	New Women Policy
ODP	Orange Democratic Party
PR	Proportional Representation
REWA	Revolutionary Women's Association
UND	United Nation Development
WB	World Bank

## Abstract

*The reason that the magnitude of women's participation in leadership and decision making position is insufficient in public sector. The objective of this study is to examine the role of women's participation in leadership and decision making position in the case of Ginnir town administration. Descriptive and explanatory survey design and mixed (both quantitative and qualitative) approaches were used in this study. Primary and secondary data were gathered from public service officials including men and women through interview and questionnaire. 16 men for questionnaire and four men for interviewees were selected through purposive sampling method .whereas census was the technique implemented to approach 86 women. From 235 target population of the study, 106 sample sizes was selected of which 106 respondents respond accordingly with a response rate of 100%. Data analyzed using descriptive and summarized as well as presented using frequency and percentage. The study clearly indicate that women participation in leadership and decision making position was low as the result of traditional ,socio-cultural, educational gap, gender bias, ineffective policy implementation and women's household and workload .The study recommends that ,public institution should provide to combating gender bias ,socio-cultural factors ,discrimination, superiority feeling, eliminating gender disparities in primary and secondary education and traditional attitude ,that difficult facing for women towards leadership ,and decision making position as well as in staff too*

**Keywords:** *Leadership role, decision making, women participation, mixed approach, Public sector.*

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# CHAPTER ONE

## 1.Introduction

### 1.1 Background of the study

Sustainable and inclusive development of a community cannot be successful without full and unreserved participation of both women and men in the development process, and such balanced development should also call for the elimination of all form of discrimination and the protection against women. According to WB (1999) , although women constitute two third of the world working hours, produced half of the world food and above all ,bear and rear children ,women continue to suffer from all form of discrimination and from the absence of adequate protection against violence .

In different global conferences, including the Fourth World Conference on Women (1995),the Cairo Conference on Population and Development (1994)and World summit for Social Development (1995)have recognized that ,despite the progress acheived internationally in improving the status of women ,gender disparities still exist in regard to participation in executive and electoral and political positions. There is a expectation that women are docile ,submissive ,patient and tolerant of retinue work and violence ,for which culture used as justification (Hirut ,2004)

Women's involvement in politics differ from country to country .The discourses of their participation in politics to promote good governance have received the attention of the scholars .In spite of the demand for women's political empowerment by national and international organization ,their participation in government structures and the democratic process remain low (obogu,2012).

In support of the above argument ,Rook (1972),says that even though women constitute half of human kind and sources of talent and potential of the world ,their participation in decision making and other higher government position is not sufficient .Ogbogu (2012)writers throughout history women which constitute fifty percent of global population are underrepresented n decision making process at all governance levels around the world and even they are dominated and marginalized politically ,socially .economically and psychologically by their counter parts.

The cause for their low involvement is the existence of male dominated social system and negative traditional perception of the society (Mesert ,2010).The other reason for women's low political participation is nature of political system. Virginia (1998)portrays that political system are not likely to represent previously unrepresented group ( among those women's are large in number )until those group develop a sense of their own interest and place demands up on the system (Ogbogu,2012)

It is clear that the equal possibility for all citizens to participate in the management of public affairs is at the very heart of democracy and good governance. Equal participation of both women and men in political decision making provides a gender balance and this reflects the composition of society and this also enhance democratic system of governance (Shimelis ,2015). After all, it is the women's human rights to participate in decision making process of socio-economic and political issues of their community and beyond. Despite the important of women participation for socio-economic and political developments and buildings of democratic system of governance, the participation of women in the political discourse is a recent phenomenon especially in developing countries .It was in recent time that the participation of women in political decision making position was recognized as political rights (UDHR)in 1948. UDHR Article 2and 21 stipulate equal enjoyment political right without discrimination on the bases of one's sex or any other ground.

Even with new developments, Yidenku (1987) says that women are still globally ill represented in politics and decision making positions .The same is true for Ethiopian women .Like many developing countries of the world, Ethiopian women were not active participant in formal position of public responsibility and offices (Mesert 2010). The majority of women in Ethiopia has deprived of social, economic and political rights and hold low status in the society for much history of the country.(Ayorit ,20130) . They have been denied equal access to education, training and gainful employment opportunities and their involvement in policy formulation and decision making process have been minimal (Awotash ,2010) .Like many African countries ,a number of Ethiopian women hold low status in the society. Different studies indicated the low status of women in developing country over all and particularly in Ethiopia.(Almaz ,1991;Hirut 2004;Mukuria et al.,2005).They have been deprived equal access to education ,training and gainful employment occasion ,and their participation in policy formulation and decision making process has been negligible. Evidently women play vital role in the community by taking care of all societal activities .However they do not benefit from the fruit of their labor and suffer from political, economic, social and cultural marginalization. There are many women who have played significant political and leadership roles in the history of Ethiopia. Only few are noticeable in the existent literatures (Meaza, 2009). The same source has been indicated that women have played important political roles mostly by wielding proxy power through birth or marriage.

In support to this idea as Teshome (1979)stated in Ethiopian history women did enormous contribution in both out and in door activities especially in battles and other activities .They have been vigorously participating in rural area in agriculture ,commercial under taking reproduction and social responsibilities. However their misfortunes of living in shadow of men have unseen from view such highly prominent performance .They have been forced to lose confidence in themselves and so have been an able to take action on their own action directly regarding themselves.

## 1.2 Statement of the problem

According to National Committee for Traditional practice Eradication (NCTPE,2003) confirmed that females are regarded as the inferior of the class (NCTPE,2003).In addition to this Rosener (1990) argued that women are deprived of access to both grateful and functional role open only to males such roles as administration and removal of property ,leadership roles in societal affairs including religion and governance are exclusively belong to males .Even the right of alternative in respect to entry to marital union is denied to women ,while it is known that such biased practices exist in the countries, their dominance and cultural value system and norms that perpetuate them are not sufficiently understood ,women are facing multiple form of deprivation. Gender based discrimination, lack of protection of basic human right, violence lack of access to productive resources, education and training, basic health service and employment are widespread (NCTPE,2003)

Ethiopian women negotiation to some extent over half of the total population and form critical part of the human resource base .However the available data indicated that they are inadequately represented in senior management positions in public institution and where by the policies that affected they are made (Lodiaga,1995).Women need to increase their power and control over the necessary resources for their survival and dignified life. The previous system failed to empower women because of the masculine domination and societal attitudes.

The Ethiopian government was formulated policy that enhances the advantages of women in over all of the country. However the practice of such policy is differ from region to region in general from woreda to woreda in particular .In addition to this the preceding sense of exclusion of and relation deprivation of women generated causes for lower in political status as a entire and marginalized from making decision at all levels . According to Bartol et al (2003), the traditional insistent hindrances have been shown to barrier the active chase of women to attain position of leadership . As a result women are suffered by multiple forms exclusion and isolation emanated from the social attitude and the taboos of previous practice . Generally women in Ginnir town administrative placed at low status in the society in spite of their contributions to the wellbeing of their family in particular and community affairs in general .In addition there is great disparity between women and men in leadership and decision making position in Ginnir town. There are insufficient, disjointed materials on this issue and also no adequate research conducted previously because of the town administration is lately separated from Ginnir woareda, there were no organized governmental structure, in effective policy implementation and the problem of educational gap were the rational factors.

aware to this all the study choose to follow an in depth study on the factors that affect women participation in leadership and decision making position in case of Ginnir town administration in oromia regional state . Therefore this paper used to seek the role of women participation in leadership and decision making position ,on the issues of leadership, social and political participation . According to the preliminary research made by the researcher the majorities of women's were having low educational status low decision making role ,and negatively impacted by socio cultural aspects of the community and also long continuance of the attitudes of the people regarding women's ability only in house hold shores and lacks ability to hold public office .Therefore ,the researcher would seek to search possible ways in which women 's equally take part with men in leadership and decision making position inside of the study area.

### **1,3, objective of the study**

#### ***1.3.1 General objective***

To assess the role of women's participation in leadership and decision making position in Ginnir town administration.

#### ***1.3.2 Specific objective***

- Examining the factors that affect the status of women in leadership and decision making position
- Investigate the major barriers of women's leadership and decision making position.
- Exploring the policies that govern staffing appointment and encouragement of women in to leadership position.

### **1.4 Research Question**

- What are the factors that affect the status of women's in leadership and decision making position in Ginnir town administration?
- What are the major barriers of women's leadership and decision making position?
- How the policies and practice that regulate staffing, enrollment appointment and promotion of women in to leadership position?

### **1.5 Significance of the study**

This study deals with assessing the factor that affect the role of women's leadership and decision making position in Ginnir town administration in Oromia Regional state. Therefore it has it's own contribution to other researchers who are interested to study in similar area and it would serve as spring board for further study in the area. Since there are

scanty literature ,this study used to contribute to fill the gap like education and policy in the area under study and provides insights with regard to the overall roles of women's in leadership and decision making position .In addition it may serve as source of information for other readers who are interested on the issues of women's participation in different aspect of the country.

### **1.6 Scope of the Study**

This study was conducted in Bale Zone Oromia Regional Sate, in Ginner town administration on those women worker in public sector. on the tittle that , the role of women leadership and decision making position The study was limited to women workers and purposively selected men workers with special attention of target population which include the whole women in public sector and twenty men in the public sector. The study was employed both descriptive and explanatory research design, and used both qualitative and quantitative research approach. In order to manage data collected from respondents and to manage the time allocated to conduct the research, the study was not include all women living in town administration .

### **1.7 Limitation of the Study**

Any research work has its own restrain and drawbacks .The researcher would use expensive and time taking interview to get primary information which would make very challenging to the researcher. In addition to this internet access and interest of participant's constraint would create difficulties. In spite of these challenges the researcher tried to adjust to interview participants at their free time ,use all effort to overcome every problem.

### **1.8 Organization of the study area**

Chapter one of the study contains introduction giving background of the study while putting the topic of the study in perspective. It gives the statement of the problem and the purpose of the study .This chapter outline the study the objectives, research question, significance of the study and scope of the study.

Chapter two gives scholars work on the role women's participation in leadership and decision making position in general. The first section focuses on political participation ,the concept of women participation in political process ,political influence dimension on women participation on political ,overview of women in politics ,post 19191 situation of women in Ethiopia ,women's and leadership in Ethiopia perceptions and attitudes to word women leadership in society, policies in recruitment ,appointment and promotion of women ,theoretical frame work and the relative status of men and women. Chapter three consists of research methodology which was used in the study .It covers the description of the study area ,research design ,and source of data methods of data collection ,sampling size and techniques ,methods of data analysis and ethical consideration . Chapter four presents characteristic of respondents, analysis presentation of data and followed by conclusions and recommendation

## CHAPTER TWO

### 2 Review of Related Literature

#### 2.1 Introduction

In every work of academic research, conceptual understanding of the issue under study is very necessary to provide a good basis and sharper in sight in to the research agenda. This chapter therefore employs an integrative conceptual frame work with legal frame work based on relevant previous research publication on factor that affect women participation on decision making issues. Doing so would help to understand and identify gaps on factors that affect women's participation on different political and decision making process .

#### 2.2 Political participation process

Political participation is the active involvement of citizens in different political aspects beyond taking part in election. Political participation include freedom to speak demonstration and organize ; the ability to take part in the conduct of public affairs ;and the opportunity to register as candidate ,to campaign to be elected and hold office at all level of government. According to international law all human beings have equal right to take fully in different spheres of political participation. However in reality it is difficult for women to equally enjoy political right with men In Africa there are a number of problems that affect women rights and equality (Cassiser 2008).

According to Ademola .M et.al (1995) all citizens take part in different decision making process ,share resources and fulfill burdens of their country .From this one can understand that every individual who attained the age of majority in society is expected to participate directly or indirectly influence the political decision of their country . In addition to this political participation is a voluntary activities in which members of the society share in the election of rulers and openly or ultimately in the formation of public policy. Accordingly the political participation is the civic right of all citizens and also the ability of an individual citizens to initiate and participate in legislative policies (Genyi, 2010) understand that ,in political activities every individual citizens are the right to participate and a body of legislative policies . Though not, all citizens expected to equally participate in the political affairs of their country. (ibid).

According to Ademola M.et al (1985). Participants involve in different levels of participation on various issues .A number of people seek and achieve the highest political office: some are active and are official members of political organization; some are only generally interested in politics while some are totally apathetic and will not even vote. This perspectives show that all political activities ,the interest of the people not equal, one

is interested one is not, this shows that the existence of various issues in political activities. As George-Genyi (2010), argued that the all-

inclusive participation citizen's in politics at every level engaged as an indicator of the level of democracy and development of any country. Yet the absence of adequate representation of women in any political and decision making process in different areas directly affects the general principle of good democracy that considers the equal representation and participations of people on different public issues which are available to both women and men (Aluko, 2011)

Different political institutions are the most important institution affecting women's political participation. In different world countries, political parties determine which candidates are elected and which issues affect national reputation. On the other hand Addati and Cassierer (2008) argued the role of women political parties is playing a determinant element for political development and women empowerment at the national and international level. Since political parties are so influential in shaping women's political roles, governments and international organizations seeking to advance the participation of women in election justifiably tend to focus on the role of political parties. Therefore women expected to play above different political parties and also take part in different socio-economic and political aspects of their country from local up to different national level in different civil society organizations political parties (ibid)

As various writers and analysts explained the rights of women are enshrined in law, and there are no formal legal barriers to women's political participation in election processes. However in reality there are a number of obstacles that affect the active participation of women in political arenas of their country. Previously politics has been considered as a male dominated field that has many women discourage or unwelcoming field. As Hein and Cassierer (2008), stated that the unfavorable cultural predilection, women are often more likely than men to face practical barriers to entering politics including scarcity of financial resources, lower level of education, less access to information, greater family responsibilities and deprivation of rights that has left them with fewer opportunities to acquire political experience. With the exception of the close relative of male politicians, women generally lack the political networks necessary for electoral success and achievement (Ibid)

### **2.3 The concept of women in political process**

In most nations there are some rules and regulations which regulated women in order to participate in different political parties may adopt voluntary targets or quotas for women candidates. This principle has been effectively implemented in many parts of the country such strategies are most successful when connected to different principles and supported by training and resources for women party members and candidates. Parties may also adopt a code of conduct that includes requirements regarding participation by women and gender equality. According to various researches assessment political structures play a

significant role in women's recruitment to the Member of Parliament. The election was conducted based on proportional representation (PR), for instance three to four times more women being elected in countries with similar political cultures like in Germany and Australia. In general there are cultural similarities of women in social and economic development in developing countries. Yet in Russia this is not applicable because of the different and evolving political culture specifically, the weakly developed party system, the existence of many parties and other related problems (Rai, 2000).

According to the assessment of United Nation Development, (2005) women in attempting to become the members of national parliament and district council faced the most difficulties in getting a party nomination and were the group that most frequently reported experiencing hostility from local men while campaigning. The alternatives for advancing women's participation as candidates may be more limited, but there are still a number of useful steps that may be taken. In addition to this political parties could stipulate the certain number or proportion of party candidates in election at various levels must be women, though this would be harder to implement fairly in majority systems than in proportional systems United Nation Development (UND, 2005).

Governments could also adopt measures to encourage parties to field more women as candidates in majority systems, possibly by providing affirmative action like additional campaign financing to parties in nominating larger numbers of women. Political parties constitutions could require specific number or proportion of women, put for word as candidates, or parties could set voluntary targets to cope up women in politics (Rai 2005).

#### **2.4 Socio –Cultural Factor that Affect Women Participation in Leadership and Decision Making Process**

According to Dowerje (1982) culture and tradition have a great impact on women's political participation on different political economic and social issues. The negative psychological attitude of society towards women's participation in politics were distinguished to be deeply entrenched, leading to problem of marginalization and isolation. From the experience of DRC and Rwanda, the catholic churches contributed to discrediting and marginalizing women's participation in different issues. Whereas it is very important for women to create awareness in order to equally participate in politics equal to men. In different cultural and religious institutions women considered as dependent and men are autonomous or superior to women.

Rizer (1992) substantiate this idea the inferior status of women vis-a vis men is a universal phenomena though with deference in the nature and extent of subordination crosses countries. Gender role ideology does not only create duality of femininity and masculinity, it also places them in hierarchal fashion in which female sex is generally valued less than male sex because of their socially ascribed roles in reproductive sphere. The gender status quo is maintained through low resource allocation to women's human developments by the state, society and family. This reflects the varying degrees of gender difference in education health employment ownership of productive resources and politics in all countries. Additionally gender is mediated through class caste and ethnicity that structure access to resources and opportunities (Rizer 1992)

Simbine (2006) also added that the socio-cultural dependence of women is one of the determinant factors for the low level political participation of women. Women also find a suitable environment due to limited time available to them because of their dual roles in the productive and reproductive spheres. The primary roles of women are domestic responsibilities and care work. They are left with little time to participate in different socio-political issues of their country. As various studies show that the cultural barriers and limitations in many most African societies women are not expected to speak before men, a thing that has kept many women's potential untapped or even unrealized at all. Women are also not expected to own property or even share inheritance of their parents (Dowerje, 1982). This limits women from contributing to economic activities that are meant to bring about development of the whole society. So if women are to participate in community based organization there is a need to alter mindsets fundamentally in order to change practice in a way that results in a greater equity between men and women, as well as the integration of work and personal life (Ibid).

### **2.5 Economic factors on Women Participation in leadership and decision making process**

For the prevalence of democracy, peace and stability, economic conditions play a paramount role in the recruitment of women in different public institutions. Fraser (2004) observed that the social and economic status of women in society has a direct influence on their participation in different political institutions. As different researchers point out that correlation between women's legislative recruitment and the proportion of women working outside the home, as well as the percentage of women college graduates, are unbalanced relationships.

According to the Inter-Parliamentary Union (2009), economic conditions take second place to electoral systems in women's legislative recruitment within established democracies. Political campaigns are expensive and require solid financial backing for success. Over the years, the sexual division of labor and job opportunities offered on a sex basis has given men productive gender roles, enabling them to possess more purchasing power over their female counterparts. As an implication, the Nigerian labor market has about 75% of labor being supplied by men. This economic disparity favors men to the disadvantage of women. Only few women that are affluent possess the economic power to bankroll political campaigns. Inter-Parliamentary Union (IPU 2005).

Fisher (1997) writes that the societal value and political activities are masculine and this makes it worse as financiers and sponsors of politicians prefer male candidates over female ones since they believe as a better chance. The most success which has been achieved by women in politics and decision making positions has been through women associations that sponsor women's political aspirations financially and otherwise. Women's dependence on men financially is made manifest through wife's dependence on their husbands in families, revealing the extent of financial incapacitation of women in politics. As a result, women's political aspirations have been grossly hampered by lack of financial bedrock to sustain their endeavors and also Cassier and Addati (2008) substantiate this idea as the majority of the

poor and the illiterate in both urban and rural area in Africa have been pushed in to sex work and face the risk of HIV/Aids infection. The

problem is aggravated by the current trend to words institutionalizing money –politics as well as high registration and nomination fees .Although waivers are granted to women with regards to nomination fees, the absence of ceiling on campaign expenditure, however undermine the efficiency of such gesture (Ibid). This indicate the most African country were well know by illiterate society whom hampered with risk, while traditional customs ,belief are the core factors to words education in Africa level, particularly in Ethiopia (Cassirer and Addati ,2008) .

The major factors for the low political participation of women’s are poverty and lack of economic security are mostly taking the part .On the other hand Rai (2000)take the experience of northern Uganda the moves on made by women in the economic aspect have not given them the more prominent position in political decision making . In fact women have played paramount role in the region’s economic recovery after the war ,enabling them to increase their income significantly: however not at a level which would allow them to achieve economic security ,and break free from the cycle of economic survival and merely meeting practical needs, there are different problems that affect women participation like poverty and insecurity in economy are the major one . For instance form the experience of northern Uganda .women’s increased income has allowed many opportunity to play a more central role in decision making within the household and to acquire greater mobility and influence in decision making bodies in communities (olufemi,2006).

Yet women’s economic gains have not been sufficient to allow them to achieve economic security ,and this make the participation of women in politics weakened .Additionally women for a long period marginalized from the development plan that set up by the government and international and regional organizations after the end of world war .They are still vied as vulnerable group instead of as economic agents ,and little attention has been given to the high levels of sexual violence against women and the way in which unequal gender relations continue to affect the economic recovery (Olufemi,2006)

According to federation of women lawyers (2010), assessment in Uganda the reconstruction and development program in northern Uganda have not taken in to account the important contribution made by women in the building of a sustainable economic development .In spite of the role of women in different financial and political institution on the ground ,they are still examined as the most vulnerable group instead of fully fledged as main actors . However to some extent it has been paid by development planner to the high levels of sexual violence against women and the way in which uneven gender relation continue to affect the economic recovery .Generally this implies that women’s poor participation in politics in northern Uganda increased their income for many of them to play a more central role in decision making within the household and to acquire greater mobility and influence in decision making process(Ibid)

The lack of party support for women candidates can be seen in the events of the 2007 party elections in Kenya in which five women were nominated for the KANU, of which two were pressured by the party to stand down just days before election in favor of male candidates. The political party representatives interviewed all reported that the parties do not discriminate against women and that women are welcome to stand, but also that the parties do not have any particular measures to support women candidates as this itself would be 'discriminatory'. This is apart from the notable exception of the ODM initiative to charge women only 30% of the candidacy fee in the most recent national and local elections. The role of women within the party seems to be equally problematic. Women's participation within the parties appears to be mostly through the women's wing, which is a relatively powerless branch of the party whose role is to mobilize women for meeting and election. United Nations Population Fund (UNPF, 2009). According to Leacko (1977) the social and economic development of society is also more than half of men, their dual roles in the productive and reproductive spheres. However, the participation of women in different political structures and processes, the contribution of women for societal development is not that much significant when compared to men. At the current time the representation of women in legislatures around the world is not more than fifty percent. One understands that the participation of women in social economic development and political structures is not as much of when compared with men while due to the existence of socio-cultural problems, educational gaps, gender bias, lack of information, lack of recommendation, community and personal factors were core barriers (Ibid)

## **2.6 Political Policies Influence on Women Participation in Leadership Decision Making Process**

Traditionally, males dominated the political position and play a game of politics accordingly and put the standard of evaluation for different political issues. Besides, political life is organized according to male norms and values and also politics is often based on the idea of winner and loser computation and confrontation, rather than on systematic collaboration and consensus. According to Olufemi (2006), at the beginning of the 21<sup>st</sup> century, around 95% of the world's countries have granted the fundamental democratic right, the right to vote and the right to stand for election for women. From this New Zealand was the first country to give women the right to vote, in 1893; and followed by Finland was the first to adopt both fundamental democratic rights in 1906. This illustrates that still there are some countries that deny women's rights like the right to vote and the right to elect and be elected.

According to Randall (2012) gender balance in political life is very necessary to ensure the principle of equality which is reflected in laws and national policies. The rising force of women organized at all levels of society throughout the world has given greater impetus to the increment of women's political position and other related issues. Placing quotas for women electoral seats is an important strategy and plan for the participation of women in politics and decision-making positions. In addition to this, affirmative action is a necessary tool to maintain the role of women in decision-making and leadership positions.

The main common direct route to elected office is through political parties. Most candidates depend on parties for their nomination and electoral support, help during the election

campaign ,financial resource and also required continued financial assistance after their election and hold office. In support of this Cassier ,et.al(2008),stated that women seeking an entry in to politics must usually turn to political parties vary greatly in the extent to which they seek to promote women in to leadership position and to recruit women as party candidate as well as in the extent to which they address political ,social economic issue of special concern to women Since political parties often tend to be more open to nominating women as candidates for local election ,women may find it easier to start as this level and use it as stepping stone to national office

World nations have formulating a law that regulating political parties on how to organize and operating their activities and directing on how to advertise their program to the public. The operational provision of the political parties law can be extremely important in establishing the frame work for how women's take part in political participation of their country. In related to this Hein ,et.al (2009)dictated that political parties are required to exercise internal democracy and utilize transparent nomination procedures through primary election ,all locally based parties candidate selection and encourage ,women in order to have a better chance of rising as nominate candidates .This requires parties to affirm their position on gender equality in the party constitution and mandated the party management and policy committees enforced to equally encourage all genders (Ibid)

On the other hand laws may offer parties incentive such as more free broadcast time or additional public founding if they include certain numbers of women among their candidates ( Cassiere,et.al ,2008,Randall (2012), Substantiate this idea as follows one of the most effective ways to ensure women are elected to office is to require that party candidate lists be gender balanced or include a certain proportion of women .This is a legal obligation in many countries .The effectiveness of such system ,however depends very much on the detail of their implementation. In a country to this, highly centralized parties that are tightly controlled by a few leaders or organized around well-known personalities usually men may be much less receptive to selecting substantial numbers of women as candidates . This may be particularly true in post conflict countries in which political parties are frequently associated with Male dominated military groups. The majority of women will not be effective if the women are all placed at the bottom of the lists. Women can have no realistic expectation of success in proportional systems unless they are placed high enough on the candidate lists to be elected if the party wins seats in the legislature (Cassier,2008) As the experience of many countries have shown open list voting often work to the dis advantage of women candidates unless women in the countries are exceptionally well-organized political system. In the worst cases, parties in some countries require women to submit pre-signed letters of registration when they are nominated and they can be replaced by men if they are elected. This types of situation can be averted if the law specifies that any women removed from a candidate lists or resigning from office must be replaced by another women

According to the assessment of Hein and Cassierer (2009), different political parties law of party could stipulated the certain number or proportion of party candidates in election at various levels must be women, though this would be harder to implement fairly in majority system than in proportional system. Political parties constitution could require that specific number of proportion of women put for word as candidate or parties could be set voluntary

target to this end. Government could also adopt measure to encourage parties to field more women as candidates in majority system, perhaps by offering benefits such as conditional campaign financing to parties nominating greater number of women (Rai ,2010).One can understand that ,the government to adjust and to adopt equally participation of citizens in election and in political activities.

### **2.7 Too many tasks and responsibilities**

Family and home responsibilities (place bound circumstance ) move with spouses or misalignment of personal and organizational goals were early contributors to women's lack of administrative success ,either the demand of family on women aspirants restricted them or because those who hired believed that women would be hindered by family commitments (Ssake shaft ,2007),tis to illustrate that women always stand for home responsibility rather than administrative success and grate commitment to leads households rather than public institutions ,this as result of lack of experience tradition and educational particularly in study area Combs (2004) strength this idea as Married women are responsible for more than half of the domestic tasks in their households .Home has become a refuge for men and pressure and hard work for women . Obtaining affordable childcare may hamper the progress younger women to management.

The skill and ability of women is not judged depending their practical activity or knowledge or qualification while because their family responsibility .This sentiments depict the place of women in the society as traditionally known by child care ,stand for home responsibility ,married women perspective mostly for household work, absence of self-confidence out home ,male dominance and absence of qualification and confidence for their practice ,in addition to this for men home are the safety area and the place of refresh.

### **2.8 Overview of women in politics**

Historically women were considered as the weaker group of people and this placed of women in the category of lesser potential. Even today women in most of the world countries are less well-nourished than men ,less healthy ,more vulnerable to physical violence ,sexual abuse and less paid .They are much less likely than men to be literate ,and still less likely to have professional and technical educational . In many nations women are not fully equals under the law, often burdened with full responsibility for house work and child care .They lack opportunity for entertainment and imagination. Generally this placed women on unequal social and political opportunities compared men's. One can understand that women were marginalized that discriminate and isolate from social political and economic activities in their country, this was as a result of absence of opportunities burdens of households, educational gap, gender bias and socio-culture factors (Ancy ,2004)

According to Birhanu (2008) by the late 1960s the social and political upheaval in the first world countries paves the way to the emergency of women's movement . From this

time on words women started questioning their role in the society and the discrimination they face in labor market political and economic area .According to this evidence show that women had been participating in different political, social, and economic aspect of their country, however their role in development had been challenges by different difficulties and lack institutional organization.

Similarly women in Ethiopia are represented half of the population but ,they suffered from economic ,social and political problems for a long period of time They have been neglecting from taking power in the area of leadership and decision making in their own mother land country irrespective of their knowledge and experience they acquired .Inferiority assumption of women is not the only factor which declines their participation in the life of their family ,but also the discriminatory political economic social rules and regulation prevailing in Ethiopia have barred women from enjoying the profits of their labor and economic benefits (Mgersa ,2006)

In spite of the fact women have played their role in sustainable economic and political development of their country ,Previous to the coming of Derge Regime (1974) women's institution was scampered by nongovernmental bodies such as Ethiopia women welfare association ,the Ethiopia female student association etc. However this institution limited their activities only around cities and it does not give focus on rural part of the country. They had modest influence on government policies and strategies as well as on the development programs that encourage the participation of women in general. (Megersa,2006). After the derg regime was established the revolutionary women association (REWA) by proclamation for the purpose of consolidating his power .The perspective to depict that attention of derg regime was to merging his power rather than encouraging of women participation (Ibid)

A part from this the current FDRE government changed the looser game of women to word economic social and political aspect by providing special privilege for the previous discriminated group .The FDRE government take in to account the in equalities and discrimination which suffered women in Ethiopia and search different remedy or the purpose of providing support .The purpose of such measures shall 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 privet institution Federal Democratic Republic of Ethiopia (FDRE,1995)

### **2.9 Post 1991 Situation of Women in Ethiopia**

Even though women in Ethiopia comprise half of the population they have ben suffered from multiple problem both inside and outside of their home .This problem affects women's from access to productive resources basic health care services, educational and employment opportunities, for this reason most of them do not participate indecision making process leadership position (sosena ,et.al 2008)

Despite their role to the wellbeing of their family and community affair women are familiar with lower socio-economic and also marginalized from making decision at all levels of government institution .Mainly women suffered from lack of protection of basic human right ,violence and employment are widespread National Committee Traditional Practice in Ethiopia (NCTPE,2003) .

Similarly in Ethiopia women suffered from lower socio-economic status and poor living standard in terms of access to resource ,service and employment and also underrepresented in the formal sector of employment (CSA(2004) ,substantiate this idea women represent the whole population from the total employees from the country . Accordingly most of the time women consumed their time in domestic activities this required (78%) and followed by un paid activities (59.3%) .The remaining women serve in different Government office,NGOs, and privet organizations and in different places .According to the breakdown of the federal government employees by occupational group indicates the presence of gender disparity in different government institution .From federal government employees found in clerical and fiscal type of jobs 71.3% were female while the percentage of females was slightly more than half (51%) in custodial and manual type of jobs. Women make up 25% and 18% of the administrative, professional and scientific job categories, respectively indicating that upper and middle level position are overwhelmingly dominated by men Federal Civil service Commission (FCSC ,2205) . This concentration of women in the informal sector and low level position has implication on their daily earning of women. Generally regardless of women immense contribution, they often lack productive assets particularly land are underserved with agricultural extension, credit, labor oxen and farm implements. Women representation in the permanent employment of both regional and federal civil service is also lower than men: In comparison to the large number of un employed women .This increase the number of women employees over the year is insignificant. Women's employment in the formal sector both in industry and the civil service s is lower than men National Committee Traditional Practice in Ethiopia (NCTPE,2003) . She holds high profile in the history for patriotism and uncompromisingly pursuing Ethiopia's Independence. This historical fact make it clear that despite their strength contribution and demonstrated leadership abilities it has never been easy for Ethiopian women to ascend to formal political power (Meaza ,2009)

Currently the FDRE government has adopted various enhancing instruments to promote equal participation of women in every subject of the nation decision making position is minimal as per to their counterparts .This can be evidenced with many aspects, however looking at proportion of women in the parliament which is entitled to be the highest policy making body of the nation(Ibid)

### **2.10 Women and Leadership in Ethiopia**

A head of the EPRDF government came to power; women's organized activities were run mainly by nongovernmental bodies such as Ethiopian Women's Welfare association, the Ethiopian Officers Wives Association, and the Ethiopian female student's Association. However this association limited in scope and only exists in the cities .They had little or no impact on the government policies ,regulation s or development programs .After 1974 the

revolutionary Ethiopian Women Association (REWA) was established by proclamation ,but this organization was too monolithic and too close to the Dreg to be of any real use to women.

The purpose of its establishment was, in fact, the consolidation of the Derg power. Promoting the interest of women was not high on its agenda nor was it designed to influence government policies or help women benefit from development programs. As a result there were little improvements in the lives of Ethiopian women. Whether in the social, economic and political spheres, especially of those who lived in the rural areas.

According to Haregewoin (2014) and Emebet (2003) Ethiopia is a patriarchal society that keeps women in subordinate position. There is an attitude that women are docile, submissive patient and tolerant of monotonous work and violence, for which culture is used as justification .Like many African countries, the majority of Ethiopian women hold low status in the society. As different studies indicated the low status of women in developing countries in general and in Ethiopia in particular (Almez 1991), they have been denied equal access to education training and gainful employment opportunities and their involvement in policy formulation and decision making process had been minimal .

It is clear that women play vital role in the community by taking care of all societal activities. However they do not enjoy the fruits of their labor and suffer from all cultural marginalization. As Meazea (2009) stated that women have played important role in political and leadership position in the history of Ethiopia, only few are visible in the extent literature. They have been actively participate in rural area in the agriculture ,commercial under taking reproduction and social responsibilities .However their misfortune of living under the shadow of men is have hidden from view such highly notable performance .They have been forced to lose confidence in themselves so have been un able to act on their own action directly concerning themselves . Literatures describe that even if women's formal participation in the highest leadership position was formally closed ,it is documented that throughout the world women had played critical roles in times of wars and peace as community organizers and activists .Above all for instance an Ethiopian women history contributions and brilliant leadership role which have emperor Minilik's(1877-1913) ,First formal wife Befena and second legal wife EmpressTaitu had played unforgettable history and comes first when we talk about Ethiopian women contribution .

### **2.11 Perceptions and Attitudes towards Women Leadership in Society**

Gender roles are connected to asset of stereotypical beliefs that influence every aspect of social life .However gender roles and stereotypes are subject to change. Women are more encourage to actively participate in every sector of the society and many new opportunities have opened up to them Recent research stresses cultural and structural factors as the main underlying reasons explaining the situation of women in leadership (Sanchez,20100) . Similarly de Madariaga (2010) view that social carriers of belief's and ideologies ( school ,media ,family and friend ) tend to employ sex difference as an explanation as to why women to prefer a career other than in science such as in the humanities as some research has suggested . If women demonstrate qualities that are typically associated with

being a good leader such as assertiveness and confidence they cease to be viewed as good women who we expect to be nurturing and supportive.

According to Berthing and Israeli (1993), probably the single most important obstacle for women in leadership in all industrialized countries are the persistent stereotype that association leadership with domain. Martin (1994) takes up the notion of women's possession of soft skills. The term soft skills associated with women's leadership skill and the term hard skill are associated with masculine leadership style. It critical the way in which women skills are regarded as byproduct of antidote to male organizational culture and hard skills concept underpinned by notions essential to differences between men and women . Women have good interpersonal skills but had trouble being assertive and decisive .those characterized as having mixture of both ;tasks and person –oriented are termed androgynous .

Women whose style is masculine frequently are disliked by their subordinates and called names such as Dragon lady or Bitch because they do not display the famine quality that are expected of women in our society (Rosener 1990) The observation of these authors seems to cut across all continents and societies . These sentiments depict the place of women in the society as traditionally known . However ,it is important for all humanity to understand that situation are changing and people should change with time .In some situation man has always waited for time to change him . The time come to acknowledge the contribution of women can make in our society, and try to tap it.

According to Sanchez (2010),when compared to ideal leaders women in general were viewed by people working in Christian organization as having fewer traits related to ambition ,analytical ability ,assertiveness and self-confidence .They were viewed to have more communal traits such as creativity ,help fullness and kindness . Women were also described as having less relationship oriented traits like compassion, cooperation and intuitiveness whereas fewer tasks oriented traits like competency, intelligence and independence. This implies that the society thinks of women leadership may affect their advancement up the hierarchy of leadership. It is surprising that many women also uphold the same belief thus becoming their own enemies to advancement in leadership

Women are also rated lower in transformational leadership characteristic such as encouraging, inspiring and trustworthy. People in the organization do not think women have what it takes to be a leader so it might harder for women to be considered for promotion .However ,once she obtains a leadership position ,this study indicate that more than likely she would be viewed pretty favorably .Words that were thrown out when groups were asked to describe attributes of a male leader were ; strong ,arrogant ,intelligent ,ego-driven ,bravado ,powerful, dominant , assertive ,single tasking focused ,competitive ,stubborn ,physical self-righteous and direct . When asked about their perception female leaders they were described as ,multi-tasking ,emotional ,emphatic ,strong ,intuitive ,compassionate ,relationship building ,verbal consensus building collaborative and gossipy.(Ibid)

International Labor Organization (ILO, 2004) reiterates a worldwide review of the status of women in leadership and speaks similarly of the barriers created by biased attitudes to word women in leadership. The managerial position are viewed as male in gender types,

the characteristic required for success as seen as more commonly held by men than women .Attitudes fade slowly from people's mind .It requires the effort of all and willingness by county's leadership to change people's attitude .It may take long but ,it can be overcome .People have first to understand that their attitudes are biased ,and then be guided on how to change them.

## **2.12 Policies and Practices in Recruitment, Appointment and Promotion of Women**

The fourth World Conference on Women held in Beijing in 1995 ,drew attention to the persisting inequality between men and women in decision making . That platform for action reaffirmed that women's persistent exclusion from formal politics in particular, raises a number of questions regarding the achievement of effective democratic transformation in practice. It undermines the concept of democracy, which by its nature assumes that the right to vote and to be elected should be equally applied to all citizens both women and men. The absence of women from political decision making has a negative impact on the entire process of democratization . In addition democratic institutions, including parliament do not automatically achieve gender equality in terms of representation or in terms of policy agenda setting and accountability .This is to depict women equal with men in all political activities as well as the right to vote and to be elected equal with men, in addition to this without women participation difficult to generate democracy.

The convention on the Elimination of Discrimination against Women, on its article 17 ,called upon state parties 'to take all appropriate measures to eliminate discrimination against women in the political and public life of the country ' on the above article it mentions women have the power to participate in the politics and public life of the country without discrimination .It emphasized the state parties should ensure that their constitution and legislation complied with the principle of the convention and that they were under obligation to take all necessary measures (Ibid)

### **2.12.1 National Women Policy**

A policy formulated by the existing government is expected to play a significant role in facilitating conditions to speed up equality between men and women in order to let women participate in the social economic and political life of their country in equal terms with that of men .Women's role and participation in decision making positions and their enjoyment of their fruits and benefits of development on an equal basis with men were emphasized in the content of the national policy .Therefore all of the community (at least the civil servants )are required to be aware of the policy in order to bring stated objectives into reality (FDRE,1995)

### ***2.12.2 Affirmative Action Implementation***

Even if affirmative action is meant to address the gender inequalities persisting in the society some staff and management members consider the affirmative action for entry as rather a cause for low academic achievement of the beneficiaries. It resulted in the promotion of women in leadership and decision making positions. Moreover, a number of women in the civil service in all personnel committees have increased. Affirmative action is implemented in the civil service to benefit women in recruitment as well as to encourage women to participate in the organization. Change in the regulation of the commission has created new benefits for female workers that ensure their wellbeing, particularly their psychological health.

### ***2.12.3 Gender Mainstreaming***

Gender mainstreaming states that all development programs at national and regional levels should be able to integrate gender concerns in their plans and programs to see that women participate, contribute, benefit, and their effort is recognized and technologically supported. The mainstreaming of gender in development programs should focus on establishing a system where by each sector program would use gender as a measuring indicator to quantify project and achievement. To this effect, developing appropriate tools and methodologies to incorporate gender in the planning is developed and being used. Problems are also identified and experience of gender focal points are being shared and modifications are in the process of being designed (FDRE, 1995).

According to the Millennium Development Goal (MDG), gender equity and equality in education aims at eliminating gender disparity in primary and secondary education by 2015. It mainly focuses on ensuring girls full and equal access to and achievement in basic quality education and provides an opportunity for women to acquire education. The provision of commensurate opportunities in the employment sector in education leadership should not be a matter for negotiation. Women leaving educational institutions should be more or less the same as those absorbed in employment and also those promoted to leadership positions in public primary schools. In addition to this, Fagenson (1990) argued that women's experience may be influenced by a firm's history and industry policies. This goes to prove that women's problems may also be due to unfavorable policies that an organization makes. Failure to make policies that encourage women to move up to managerial positions.

According to Schein (2007), female leaders believe women and men are seen as equally likely to possess necessary qualities for managerial positions. However, if women choose instead to embrace traditional feminine roles while they are viewed as likeable people, they may lack the task-oriented trait associated with competence. So there should be a way in which women can try and satisfy this expectation because either way there are problems associated with any one situation. Korbik (2010) felt that men and women have a mixture of the so-called masculine and feminine characteristics so to them it is important for men and women to recognize that both sides exist within them although one side may appear more dominant in a person.

,it is only because that side is more developed .This idea to depict that the team work of women and men to words political economical and societal affaires adequately better for sustain progress (Ibid).

### **2.13 Theoretical frame work**

The study was guided by social Feminist theory which borrows from Karl Marx's ideas on exploitation, oppression and division of labor. The theory recognizes the pervasive influence of gender division on social life and tries to understand women's oppression and the structures in society that espouse this oppression and subordination .The feminist perspective concludes that women and men have equal potential for individual development .Differences in the realization of that potential there for must result from externally imposed constraints (Nzomo 1995)

Social feminist advance the broad perspective in trying to explain the absence women from senior leadership in the public and privet sector .The first perspective is personal factors which affect women in leadership positions. These factors are psychological attributes personal characteristic, attitude and behavioral skills. Among personal factors are self-esteem and self-confidence, lack of motivation and ambition to accept challenges, women's low potential to leadership, less assertiveness, less emotional stability and lack of ability to handle a crisis (Bond ,1996)

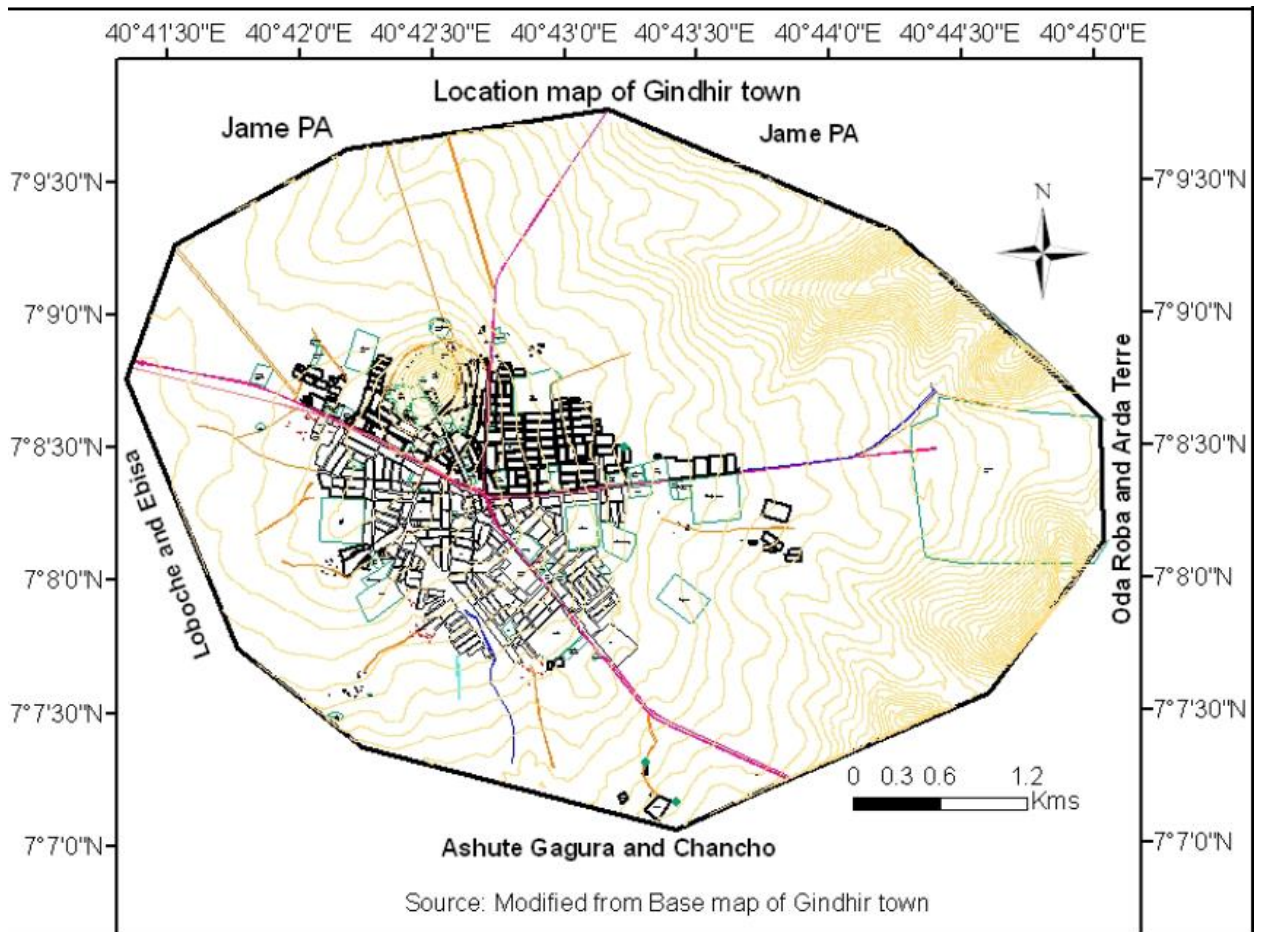
On the other hand personal factors such as assertiveness confidence resource fullness creativeness loyalty and trustworthy help women to ascend to senior leadership position (Shahabudin ,2000), The structural or institutional factors paradigm advances the view that it is the disadvantageous position of women in the organizational structure which shapes and defines the behavior and position of women. The underlying premise of this perspective is that men and women are equally capable of and committed to assuming position of leadership .The problem is vested in the structure. The remedy is fundamental change to eliminate discrimination in institutional policies and practices. The last perspective was advanced by Smulders (1998),who explored the cultural factor linking gender factors and organizational structural factors .This analysis is concerned with social construction of gender and the assignment of specific roles responsibilities and expectation to women and men .The gender based roles irrelevant to the work place ,are carried in to the work places and kept in places because the actor involved ,both dominant and subordinate subscribed to social and organizational reality.

## CHAPTER THREE

### 3 Research Methodology

#### 3.1 Description of the study area

Ginnir town administrative is located in Bale Zone , Oromia National Regional State at distance of **550km** from Addis Ababa in South East direction .In absolute term the town located at junction of  $7^{\circ}8'30''N$   $40^{\circ}42'30''E$  ,latitude and longitude respectively .In relative term it is bordered by peasant association of Jame in the North ,Loboche and Ebisa in the West ,Ashute gaguro and chancho in the South as well as Oda Robe and Arda terra in the East. The total administrative area of the town is 2416 hectors land. The area receive rain fall twice in a year that is in autumn and spring season. The average temperature of the town is  $36.7^{\circ}C$ . Because of this the town falls with the thermal zone of sub-tropical (gamoji local name) according to climatic classification of Ethiopia. Currently the town economy belong to better urban economic activities ,because the economic activities shift from agriculture to non-agriculture activities .The strategic development program will present in the town, take in to account tertiary economic activities beside primary and secondary economic activities.



### 3.2 Research design

This study was conducted through descriptive survey research to show the role of women participation in leadership and decision making position. Descriptive research design was that the study which concerns with describing the characteristic of particular individual ,groups community and institution of the study area .To answer the basic question of this study through quantitative and qualitative ,the researcher used employ quantitative through percent ,number ,statal tools ,whereas qualitative approach also employed because writers (Bryman ,2005and Catherine 2007) assert that the qualitative research design was used to explore attitudes experiences situation ,phenomena and an in-depth opinion from participants and emphasis on the interpretation in accordance with the subject own understanding. More importantly Golafshani (2006)notes that this kinds of research was conducted in the dynamic social environment where objects of study are human beings and their interactions, the qualitative approach found to be more appropriate strategies to answer research inquiry ,taking the above idea in to consideration the researcher used

qualitative approach to grasp the attitude of respondents regarding the roles of women participation in leadership and decision making position in Ginnir town administration and to analyze the data collected from respondent

### **3.3 Source of data**

The sources used by the researcher were primary sources mainly include women and men respondents of public institution in the study area .To supplement the primary data the researcher used secondary source such as documents that found in public institution in the study area ,published and un published materials and report whereas the FDRE constitution

### **3.4 Methods of Data Collection**

In order to achieve the basic question of the study ; the researcher carry out through semi-structured interview and questionnaires .Supporting may data gathering instrument ,kalewongel (2008) indicate that interview enable the researchers to gain insight about people's ,opinion, feelings emotion and experience in detail and questionnaires were distributed to public institution staff with the assistance for the study . In light with the basic research question, the researcher semi structured, in-depth interview question to explore the views of the respondents by preparing semi structured question which covered the major themes of the study area

#### **3.4.1. Questionnaire**

In order to achieve the study objective, researcher used open and closed ended question for gathering and collected information from public institution staff. The questionnaire in this study was aimed at acquiring necessary information about women participation in leadership and decision making from women and men respondents .The first part of the questionnaire design to obtain information on personal characteristic of the respondents. The second part was set to obtain information on factors that affect women participation in leadership and decision making position .The researcher used the large sample in short span of time and at reduces cost than other method. Further was facilitates easier coding and analysis of data .The group of participants that respondents to the questionnaire were 86 women and 20 men ,those selected from public institution of Ginnir town administration

#### **3.4.2 Interview**

In the study to get the information i.e. for the purpose of triangulation to the data to be obtaining through questionnaires, interview were used to obtain information about factors that affects the role participation of women in leadership and decision making position.

Supporting my data instrument Kalewongel (2008) indicates that interview enables the researcher to gain insight about people opinion ,feeling ,emotion and experience in details ,and in light with the basic questions, the researcher prepared semi-structured in depth interview question intended for four men and one women respondents by preparing semi structured question which covered the major themes of the study area in order to getting relevant information that related with factor that affect the participation of women in leadership and decision making position ,The items included in the interview related to the contents of questionnaire

### 3.5 Observation

Observation method provides new insight or open up new leads, which can shift perspective quickly and explore new areas of inquiry. It is helpful to understand the tangible evidence, such as different documents, audio and video recorded in the study area. The researcher observe the education office document that shows the female leadership data, the civil servant office which indicate the number of female workers and whereas the women and children affairs office to analyze their exact activity they under take to promote female participation .

### 3.6. Sampling Size and Sampling Techniques

The purpose of this study was to show the role of women in leadership and decision making position in public institution in Ginnir town administration. In Ginnir town administration there are 25 public institution employing 235 employees .Among those 149 are men and 86 of them are women .Hence he researcher has taken all women employees for questionnaires which mean the techniques that the study employed was census used to collect the data from women employees because the size of the female employees is manageable vis-vis to the resources and technical capability of the researcher ,the problem more hindrance women employees in the public institution ,besides this better to eliminate sampling error to decide the reliability of data and provided data on all the individuals in the population (Wright ,1999) .

However women's participation in leadership and decision making position in public institution didn't solely determine by women themselves .There exist other group that affect women's involvement and performance rather than women themselves For this reason the researcher has collected data through questionnaire from 20 male employees who had the position of head ,vice head and human resource management . The researcher purposively selected 20 male respondent from each institution who had the position,

believing that they had in-depth knowledge about issues ,experience ,authorities and power

The researcher purposively had taken a total of five interviewees; these were ODP institution office, Administration office, women affaires office civil servant office and educational office from each institution the researcher has taken one interviewee who have well understanding about the issues and they assume as concerned body.

### **3.7 Methods of Data Analysis**

The data analysis used begin in categorizing and putting data in to them the with regards to the role of women participation in the understudy area. In this regard the data obtained from the in depth interviewees ,questionnaire and document analysis in study area and was systematically formulated and summarized to pointed out the needed issues .This would be carried out by applying pertinent approach to both quantitatively and qualitatively by using statistical tools like tables percentage , for data collected through questionnaire ,furthermore the data obtained from different experience ,situation phenomena and knowledge of individual group community and institution had been analyzed in the form of narration in study area

### **3.8 Ethical consideration**

The researcher approached the research participants first by requesting g their willingness to participate in the research .Then the researcher introduce himself and inform them from where came and the objective of the research was only for academic purpose and they would assure the protection of their identities and the guarantees of their safety of whatever information is received in the course of the research .More over the researcher valued and appreciated for knowledge of the issues. In all cases names are kept confidential thus collective names like discussants and informants were used in the presentation and analysis of data .The researcher tried as much as possible not be biased and avoided prejudice in the process of collecting and interpreting

## CHAPTER FOUR

### 4. Data Analysis and Interpretation

#### 4.1 Introduction

This chapter deals with characteristic of respondents, analysis and interpretation of the collected data. The data was collected from respondents through questionnaire, interview and supplementary with secondary source. The data shows the significant role of women in leadership and decision making position in the case of Ginnir town administration. Initially by identifying the people who have information on the roles and factors that affect participation of women in of women leadership and decision making position and conducting interview and distributes questionnaires with different individuals from public institutions. This is decided because as the sample size increase the reliability of the study increase can show the real state of affairs of the factors that hold back the women from leadership and public decision making position in the study area and also the sample respondents selected on the basis of closeness to the issues and their position. The study sample respondents of this research paper were all permanent employees which currently active in total of 25 public institution of Ginnir town administration, which has 235 employees. To assess the role of women in leadership and decision making position, from each and every public institution was taken as respondents .The group of participants that responded to the questionnaire were 86 women, 20 men and interview for five respondents .The total sample size were 106.

#### 4.2 Background of the respondents

Understanding about the over view of respondents demographic were important for further analysis of their response. Hence the attempt to make to describe the background of respondents which directly or indirectly related to the objective of the study. Accordingly the demographic characteristics of respondents were sex, age and educational qualification, were analyzed and discussed in terms of frequency and percentage as follows.

**Table 4.1 Sex composition of Sample respondents**

S.T	Sex	Frequency	Percent
1	Men	20	19
2	Women	86	81
	Total	106	100

Source; Field Survey (2012)

From the above table 4.1 shows that from the total number of respondents 81% were women and the remaining 19% were men. This designates that the majority of the respondents are women because of the problem more hindrance them in the study areas.

**Table 4.2 Distribution of age group of Sample respondents**

NO	Age category	Frequency	
		In number	In percent
1	Less than 25 years	15	14.2
2	25-35 years	50	47.2
3	36-45 years	30	28.3
4	46 and above	11	10.4
	Total	106	100

Source Field Survey ;(2012)

Regarding to the age group, the respondents table 4.2 to illustrate that 14.2 % found less than 25 years age and 47.2 % are found between 25-35 years. The remains 28.3 % and 10.4 % are found between age of 36-45 years and above 46 years respectively. This implies that the majority of the respondents are the most productive age group in the political developments of one's country.

**Table 4.3 Educational Status of Respondents**

S.T	Educational Status	Frequency	In percent
1	Grade 10-12	5	4.7
2	Certificate	20	18.8
3	Diploma	51	48.1
4	First degree	27	25.5
5	Second degree	3	2.8
	Total	106	100

Source Field Survey ;(2012)

Table 4.3 The educational status of sample respondents in the study areas shows that (4.7%) are grade 10-12, (18.8%) certificate ,( 48.1%) diploma ,(25.5) degree and also (2.8%) are master's degree . Those groups of people who are below certificate are those hold public office for the long period of time without certificate by their experience and their skills As a result we can understand that the majority of people hold government position have diploma, degree, certificate and others. Some of them at leadership level hold master's degree from public Service University. According to the majority of the respondents Saied that they are more aware about the factors that hinder women 's from decision making process and other related national and local problem .So any policy that improves the educational status expected to bring long run sustainable socio-economic and political development .The respondents were asked to indicate their academic background. Those holds second degree(3) and among those holds first degree(20)are male while the rest are females.

To sum up the above table clearly shows that the majority of total respondents have certificate and above they are able to provide adequate and sufficient information about the factors that affects women participation in public leadership and decision making position with respect to public institution, therefore it can show that there is problem of education alongside in the study area.

**Table 4.4 The participation of women in the leadership and other service in staff too**

SN	Position held	Frequency	
		In number	In percent
1	Organization head	5	5.8
2	Vice organization head	10	11.6
3	Process owner	30	34.9
4	Clerical worker	20	23.3
5	Manual routine worker	21	24.4
	Total	86	100

Source Field Survey (2012)

From the above table 4.4 one can understand that ,the position as civil servant give service which occupied by women ‘s in Ginnir town administration are out of 235 employee, 5 (5.8) organization head ,10 (11.6) women appointed as vice head in government office . Process owner 30 (34.9) , clerical worker 20 (23.3) and manual routine worker 21 (4.4) .Totally women served in the public institution at different office in study area are 86 in number. This can tell us because of psycho- social factors explained by Sjoberg (2010). Most African communities still support the traditional bread winner model which required the women to remain at home and take care of children, and not seek position in employment which may pose a threat to such a traditional setup. With such attitude and perception in the society, women have a long way to go to attain leadership position .Respondents noted that traditional attitude, socio-cultural factors, male dominancy, gender bias where the difficulty faces women towards leadership and decision making position.

Through interview the respondents depict that, policies and strategies formulated and ratified by government to cope up and not equally provide advantage for women equal to men in public institution but still the way to implement which hinders to women to actively take part in the public office. Therefore there is a great gap between women and men at different public office of the given study area. Furthermore the women affairs office and the ODP office responded that women are considered incapable of leading not full power to persuade and high commitment, the in doctrine as gone too deep in the community to the extent that women’s do not considered that community decision making organ is an area that they can participate .It was also realized that women ideas are perceived as inferior to men hence not given much consideration as useful contribution in the community public service. Likewise ,women were found not seeing the benefits of getting involved in politics .Cultural ties still hinders the women social acceptance in leadership position .The study also show that women’s are not participating effectively in policies and are not well accepted by the community to participate in leadership as a result of over burdens home responsibility ,gender gaps ,socio –cultural problems ,educational gap ,negative attitude perspective were found existing in the community regarding women abilities that assumes women in cable of leading and that the leadership role is accrued to men only.

Therefore the researcher conclude that, presentation of women's in the different office in Ginnir town administration are very few as compared to men not only in management position, but also at the staff level too. There is a number of reason contributing to less representation of women's in decision making position in office. Among these lack of advice, lack of delegation, educational gap, and organization problem to motivate and advance women's towards leadership implementations problem, over burdens responsibility, male dominancy, lack of women confidence and lack of information about policies and strategies of the government were the major ones even though there degree varies

**Table 4.5 Respondents Attitude to words Women's Successfulness in Leadership Roles.**

S.N	Items	Frequency	
		In number	In percent
1	Yes	80	75.5
2	No	22	20.8
3	No comment	4	3.8
	Total	106	100

Source Field Survey (2012)

As the above table 4.6 of the respondents 80 (75.5%) argued that some of women would successful those who have obtained opportunity by the concerned body and equally perform day to day activities .According to the respondents ,if women obtained favorable condition ,they are more successful in decision making and leadership position above their current status .As the views of some respondents even they exceed the men if the concerned body provides adequate training and capacity building for women, this helps to solve problem in the more systematic and technical manner.

In contrary to this 22(20,8%) of the respondents stated women's would not be successful in leadership and decision making position as compared to men .According to respondents this is due to lack of experience and too busy in house hold activities and cannot effectively fulfill their duty in decision making and leadership position equal to men . In addition to this, the respondents perceived that leadership position require high potential and agitating power to persuade others. Beside this ,the respondents forwarded other view on the low contribution of women in the economic development in the relation to their weakness .These are lack of initiatives or having a sense of we are low ,don't have acceptance if I perform this ,lack of self-confidence ,this cannot be worked by me and work load in the house and others due to this the place is more difficult for women .Therefore the researcher conclude that less participant of women to words leadership and decision making position ,were due to absence of well training .opportunities to lead ,lack of motivation ,house hold responsibility and male dominancy were the serious factors.

**Table 4.6 Major berries that affecting the role of women in leadership and decision making position .**

S.T	Items	Frequency	Present
1	Educational gap	50	47.2
2	Male dominancy	26	24.5
3	Lack of information	20	18.9
4	Lack of delegation	10	9.4
	Total	106	100

Source Field Survey (2012)

Table 4.7 demonstrate the major barriers that affecting the role of women in leadership and decision making position in public institution of Ginnir town administration 50(47.2%) respondents responded that educational gap is one of the root problem for less involvement of women's in management position. In the study area the societies were moderately illiterate that why they send their son and daughter to religious education .In such case there is religious factors. Due to such factors most of females students are drop out. Therefore it needs to solve this problem in order to have women leadership in the future.In other case 26(24.5%) of respondents state that ,women tend expelled from the informal networks dominated by men at the work place and attitude of superiority of male were the problem that hindered women in the study area, this was as a result of lack of education and socio-cultural factors.

In addition to this the respondents depicted that 20(18.9%) were lack of information was also difficulty most of time women have no equal access with men and the existence of over load of work in the home. As the result of these women cannot get information to apply for the position; and male have more chance to get it, this as well gives competitive advantage to male employees. Through interview respondents stated that women's were not fairly represented in leadership and decision making position .The other one is 10 (9.4%) affirmed that major berries that affects women participants in management position and decision making was lack of delegation as one of the complication which a heads and vice heads are delegating male employees rather than female employees. This problem was compounded by employers and subordinators assumption that women ,unlike men ,are not able to devote their fulltime and energy to paid work because their family responsibilities .Due to this reason women are losing a chance of being leaders and delegation in the leadership and decision making positions.

**Table 4.7 Respondents view about women representation in leadership and decision making.**

S.T	Option	In number	In percent
1	Yes	40	37.7
2	No	66	62.3
	Total	106	100

Source Field Survey (2012)

As one can understand from the above table 4.8 that 66(62.3%) of the sample respondents argued no because of women's are not equally represented and the researcher had asked to point out major factor that hinder women to hold public leadership and decision making position. Accordingly the respondents list the following factor such as lack of sufficient education, skill and absence enabling environment to hold public decision making, socio-cultural attitude and lack of self-confidence as major obstacle to women. Similarly as the researcher interviewed women affairs of Ginnir town administration; She stated that women's are not fairly represented, as they indicated lack of adequate service year required to hold decision making and leadership position, over burden of domestic responsibilities attitude of women themselves to hold public decision making and leadership position are major factors that hindered women's to hold public leadership and decision making. Additionally, as the researcher understand from the environment negative attitude of men to words women and absence of women's role models in the local areas for girls, are the major factor that affect women's from holding public leadership position .Similarly, with the issues consideration official interviewed have also confirmed that main factors affecting women from leadership position as low level of commitment and affirmed confidence of women's themselves to fight against them. Prevalence of traditional harmful backward attitude or outlook in the society to word women.

Additionally through interview the educational office mentioned that cultural norms, men dominance, early marriage and inferiority assumption women in the society the major factor that affect their political participation in the life of their family and in the society at large, this supported by the proverb "A team of oxen is never led by females, otherwise the oxen will fall in to the ditch ". This can tell us men are natural leaders that made female submissive and weaken their self-esteem and confidence. A finding of the study indicates culture and tradition were noted to have grate impact on women's political participation, social and political equality; to be well informed; to have access to basic services and achieve maximum representation at all decision making level as channel to the advancement of the social status of women enhancement of dignity and quality of life.

During interview the Ginnir town administration ODP leader stated that the problem is tangible and very hard to solve completely. This is because most women in the area were have been in low level of standard of education .But still there is affirmative action that adjust to support women in different organization ,however there is no supervision and follow up.

**Table 4.8 Men/Women share of house hold responsibility**

S..N	Factors /items	Frequency	
		In number	In percent
1	Women	105	99.1
2	Men	1	0.9
	Total	106	100

Source Field Survey (2012)

The above table 4.9 indicate that almost the majority of respondents argued that women's stayed in home in many times and also they think as the role of women limited to house hold shores like cooking food ,caring child and decorating their home .On the other hand the role of men out side home like farming and etc. Depend up on this the table indicates 105 (99.1%) of all sample respondents replied as women's are responsible to house hold and only the rest 1(0.9%) said men. But this thinking or mentality is not reflected around the literate societies. Generally the researcher concluded that this situation is taken as habit that simply passes from generation to generation, but it needs to break at some point of time. In other case women's in administrative town were suffered from traditional practice and the negative attitude toward themselves, this is resulted unbalance relationship between women and men.

Through interview the respondents stated that the main challenge in measuring women's empowerment is he need to design a complex matrix combining a different dimensions i.e. economic ,socio -cultural family ,interpersonal ,political ,religious and different levels such as individual house hold, community and region taking in to account the sever limitation in terms of data availability . Still there is no good working environment for women's, as a result of people thinks as women incapable to perform something in a good manner. The long existence of gender bias and masculinity structures are the basic challenge that affect the participation of women.

In general the families or community have no emphasis to realize the equality of women and they are no ready to accept the potential women to do anything without the assistance of men. As result of this women's spend most of time in the house hold shores .This also implies that men psychological orientation to hold and solve domestic responsibilities and activities is sought to be very significantly low. Moreover it can be argued that among many practical berries facing those women's who wish to take more active role in the political and public decision making ,economic and civil society involvement in the area is in adequate.

**Table 4.9 The reason for women less participant in leadership and decision making position.**

ST	Items	Frequency	In percent
1	Educational gap	50	47.2
2	Feeling superiority of male	20	18.9
3	Lack of training	36	34
	Total	106	100

Source Field Survey (2012)

Above table 4.10 to depict those respondents stated, the reason for women’s less participant in leadership and decision position in the study areas. Educational gap 50(47.2%) this mostly resulted from the background of women themselves, which mean they are not successful in education that why they lost the needed requirement. Feeling superiority of male over female 20 (18.9%) Lack of training 36 (34%).In spite of their contributions to the wellbeing of their family and community affairs, in general women experience lower socio-economic status as a whole and hence is marginalized from making decision at all levels. This is mostly presented around those economically unbalanced of husband and wife’s. Womens are facing multiple forms of deprivation, gender based discrimination, and lack of protection of basic human right, violence lack of access to productive resource, education and training, basic health service and employment are widespread National committee for Traditional Practice Eradication (NCTPE2009)

Through interview the women affairs office stated that gender ideas and opinion were weak owing to capacity gaps of staff involved in planning, monitoring and evaluation Therefore the researcher conclude that gender bias miss information about policy educational problem feeling superiority of male over female and lack of training were the rational factors and impediment for women’s towards leadership and decision making position.

**Table 4.10 Sample respondents about FDRE National policy**

ST	Choice	Frequency	
		In number	In percent
1	No	60	56.6
2	Yes	46	43.4
	Total	106	100

Source Field Survey (2012)

From the above table 4.11 one can understand that, having information about the substance and knowledge of FDRE Women National Policy,46 (43.4%) of the respondents have replied that they are aware and read the substance and contents of the FDRE Women National Policy ,the remaining 60 (56.6%) argued that they had not ever hear and read the major principles and elements of the 1993 FDRE Women National Policy.

Concerning the roles of women affairs office in creating awareness about the national policy of women stated that to some extent the office has been making remarkable efforts in empowering women and girls through education ,preparing and distributing ,broachers

of the women national policy and distributing to different public institution .In addition the office prepare different discussion in primary and secondary schools to create awareness on how to empowering women in social ,economic and political aspects of their country and also discussed with different stakeholders on national policy of women and how to cope up the previously discriminated groups in the area. The undeniable fact even if the office can create awareness and works to maximize the benefits of women in all aspects.

According to the Women Affaires Office stated, the office efforts to reach out to women’s in town administrative, it is often difficult to create awareness or provide them with relevant information because lack of communication and scarcity of resources .This poses a challenge for different association and groups seeking to participate in events where gender inequality and what to do about it are discussed. Generally there is information gap between office of women affaires and the local women about the FDRE national women policy.

**Table 4.11 Respondents view about Women Friendliness of other Government policies than NWP**

ST	Items	Frequency	
		In number	In percent
1	Yes	36	34
2	No	70	66
	Total	106	100

Source Field Survey (2012)

From the above table 4.12 one can understand that, regarding the relation of women’s with other FDRE women national policy and other development strategies 36 (34%) ,70 (66%)of the respondents viewed “Yes” and “No” respectively to the issue. Though who have information about government policy argued that ,every policy and strategy that intends to address the needs and interests of previously discriminated groups should create broad awareness for women before implemented in different public institution and also the concerned institution should strictly follow the implementation of policy than merely use of consumption of politics.

On the other hand, a few respondents say that the assistance of the ODP administration and town administration in encouraging women’s role in political development is low this as a result miss implementation of the policy of the country. The reason that they mention was the government adopts and drafts policies to encourage the role of women but the implementation has paper values in the study area. as the Respondents asserted that the government provides adequate right to women in order to encourage their political participation. For this matter thy picked up Article 35 of the FDRE constitution that give guarantee for women’s right. According to this article, women shall have equal right with men in the enjoyment of this right and protection. So in order to combat the historical legacy of in equality and discrimination government give special attention to women to

compute and participate with men; however the implementation in the study area shows there is a gap. From this the researcher obtained that ,there is information gap between the local and zone level women affairs office weather the policy is effectively implemented or not and also lack of follow up mechanism.

#### **4.9 The policies and practices that regulate employment, appointment and promotion of women in to leadership and decision making position.**

The government gives adequate right and legal entitlement including the right to active participation in politics, ownership and equal employment opportunity and so on. Since 1991, especially after 1997, there is a tremendous change regarding the status of women's. Their participation and involvement are increase in various socio-economic and economic and political activities. The government gives attention and priority for women and youth because it is believed that political development cannot occur without the active involvement of women and youth. In this regard, women's and child affaires office in cooperation with different stakeholders promotes the political role of women's through the provision of the constitution.

Millennium Development Goal talks about gender equity and equality in education and training. This goal aims at eliminating gender disparities. It's main focus is on ensuring girls full and equal access to and achievement in basic education of good quality national constitution has been developed to protect the fundamental rights of women and their interest of access and control over resource, about equality among women and men in marriage (FDRE ,1995),but the way to implement from the concerned body were the serious problem. Ethiopian women are entitled to remedial and affirmative measures to enable them to compute and participate on the basis of equality with men in political, economic and social life. Women's have the right to protection by the state from harmful customs and practice that press them or cause bodily and mental harm. They have equal right to employment, promotion affirmative action is under taken to progress the employment position of women through the modification of the civil service code and existing labor laws.

NWP which are policy created by the existing government is expected to play important role in facilitating, training, right of association coordination, enforcement empowering and opportunities to leads; however the problem implementation were the hindrance ones in study area. Mainstreaming gender stated that, plan at country wide and local levels should to be able to join together gender concerns in their strategies and plan to perceive that women take part, contribute advantage and their effort is acknowledged and technologically supported. Thus the mainstreaming of gender in all development programs should focus at establishing a system where by each sector program would use gender as measuring indicator to quantify project and achievements. Throughout document analysis the researcher obtained well-adjusted strategies, policies and principle from the administration institutions, that regulate women for leadership and decision making position which designed by government like, WNP, mainstreaming gender empowering ,affirmative action. FDRE constitution and MDG which were existed, however the way implement and practice is not according to the policy and principle recorded besides through the years the number of women who comes to lead expert, decision maker and

other works are not much changed, however after deep reform program was assigned by government somewhat the number of women enhanced.

The researcher obtained from the education office, there are many potential and actual solutions that might be used in the future and at present time to facilitate women's role in decision making and leadership position. These are giving training ,ensuring their equal status, providing psychological make up to develop self-confidence, giving special reward, promoting and developing peer education to reduce their inferiority feeling , To sum up the researcher conclude that ,there is well designed policy, strategies ,principle and rule that enhance women's to words political activities and leadership ,however the way to implement are the problem in study area.

## CHAPTER FIVE

### 5 Introduction

This chapter presents the summary, conclusion and recommendation of the study.

#### 5.1 Summary.

Based on the findings the serious factor for, the inequality of women and the men in leadership and decision making position, the researcher searched the document that civil servants recorded in civil service public institutions in the study area, the number of women's who participated in leadership and decision making position as well as staff too were poor 17.4 which dominated by 82.6 men, the reason that ,lack of ability to handle a crisis socio-cultural attitude illiteracy family and psycho-social factor.

The study found out those 50 (47.2%) respondents responded that educational gap is one of the root problems for less involvement of women's in leadership and decision making position, this as a result of illiterate family that not motive female to words education ,back ground tied with socio-cultural problem and gender bias in other case 50 (47.2%) of respondents stated that women's tend to be expelled from the informal networks dominated by men at the work place and attitude of superiority of male were the problem that hindered women in the study area . In addition to this the respondents depicted that 20 (18.9%) were lack of information was also difficulty most time women have no equal access with men and the existence of over load of work in the home .

Trough interview the respondents stated that, policies and strategies formulated and ratified by government to cope up and not equally provide advantage for women's equal to men in public institution, but still there the way to implement which hindered to women's actively take part in public office of the study area . Therefore there is grate gap between women and men at different public office of the given study area.

The study stated respondents depict that ,women's busy by house hold responsibilities 105 (99.1%) which include ,children raring ,fetching water ,cooking and washing materials .Others are traditional gender role which makes women's primary responsible for children's upbringing and home maintenance tasks and thus hinder women in acquiring leadership skill ,exposure and furthers political position in community rather than public political service . The study sort to the role of women in leadership and decision making process in case of Ginnir town administration. The study clearly indicate that the participation of women in leadership and decision making position as well as staff few as compared to men which were as the result of educational gap ,traditional attitude ,over burdens lack of information ,lack of delegation lack of recommendation ,superiority feeling ,socio-cultural factors ,male dominancy ,gender bias were the difficult facing women to words leadership and decision making position. The study shows that, women were not much supportive to each other in leadership position particularly before deep reform program ,which the result of considers the women as subordinates and men as there superior ,in addition in the study area house hold responsibilities which include ,children raring, fetching water ,cooking and washing materials as well as traditional attitude .In

Ginnir town administration still the working environment is not suitable for women both in office and outside of the office ,such as in working place there were no special place which provide to safe their children ,that is why most of women were suffer from raring child even at work place .Outside the office again there were no any transportation for women that can facilitate there work . Were as people's negative attitude to word women as they are incapable and lack of ability to perform something new in good manner. This exactly resulted from long existence of gender classification of work and cultural trait. The study point out that the majority of women were not give attention for the government policies such as Women National Policies of MDG, affirmative action and other policies, as a result they are not beneficiaries from the program

The other challenge that stated by respondents for less participation of women in leadership and decision making position in the study area were gender bias 50 (47.2%) feeling superior of male over female 20 (18.9%) lack of training 36 (34%) were the rational factor. The study evidently indicate that, respondents 66 (62.3%) stated women's are not equally represented which were the result of ,lack of sufficient education ,skills and absence of enabling environment to hold public decision making ,religious factors ,socio-cultural attitudes and luck of self-confidence as a major obstacles to women's in . In the same way as the researcher interview the women affairs office leader of the Ginnir town administration: She stated that women were not fairly represented as they indicate lack of adequate service year required to hold decision making and leadership position, over burden of domestic responsibilities, attitude of women's themselves to hold public decision making and leadership position are major factors that hindered them.

Through interview the respondents mention that cultural norms, men dominance early marriage and inferiority assumption of women's in the society are the major factor which affect the women's political participation and education in the life of their family and in society at a large. The problems are lists as follow unequal treatment, self-belief achievement, question, few in number, absence of inclusiveness, lack of opportunities home burdens and social burdens are core. The area is almost dominated by illiterate society which is characterized by cultural norms, beliefs and practices that perpetuate gender in equalities. The finding of the study revealed that 80 (75.5%) of sample respondents agreed that if different stakeholders work in coordinate manner and provided opportunity for women, they became effective and successful with equal to their colleagues. This implies that women's need some encouragement to strengthen their capacity in a given place, in order to capacitate them in decision making and leadership positions.

An improvement in understanding the need of participation of women's in various activities has been a better way during recent period .Women's role and their involvement in economic and political activities can benefit the whole society and also enable to fight against poverty .It also speed ups political transformation in the country and brings durable economic development .

## 5.2 Conclusion

Women in the study area are facing various challenges. The most prominent are gap of education, but also there is opportunities finally the study was limited to different sector in the town administration, it would be more appropriate if the whole governmental sector was included

## 5.2 Recommendations

Based on the finding of the study, the following recommendations are drawn.

- ✓ There are currently gender gaps and biases in staff in the proportion of different public institutions employees who hold top decision making positions in study district .Men tend to dominate in the highest position in study area .The following recommendation focuses on measure that should be advanced to encourage the participation of women's.
- ✓ Public institutions should give training that ensure their equal status, provide psychological makeup and training to develop their self-confidence .Giving special reward for competent women, promoting and develop peer education to reduce inferiority feeling.
- ✓ The town administrative institution should provide to support, strengthen programs and initiatives aimed at empowering women's eliminating gender disparity in primary and secondary education.
- ✓ Public institutions should provide to combating unequal treatment, absence of inclusiveness, lack of opportunities home burdens and social burdens and also in balance number between female and male. These all are barriers for women to face difficulties to came in leadership and decision making position.
- ✓ Members of the town administrative communities who have the power to appointed and nominate should be made to understand that women's are as competent as men in leadership through put in to effect the administration rule and policies, motivation, changing the negative attitude of society, capacity building .training opportunities to lead and empowering them.
- ✓ Women affairs office should provide resources for women association, gender empowering, emergency case, reward and training of potential of women across leadership in the skill necessary to engage political activities and believed to serve as special forum for women to get exposure to be informed on the rights and as support mechanism so that their participation and their being beneficiaries can be guaranteed in every walk of their lives.
- ✓ The whole government institution should encourage women to seek greater involvement in the decision making processes at all levels and to provide a systematic significant influence on decision making process and policy out comes. This is to mean that regulate properly the policies strategies and principle of government are the mandatory in order to resolve gender bias and implementation problem at all level.

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## QUESTIONNAIRES

### Appendices

#### Appendix 1: Questionnaires sample .

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Questionnaire: Assessing Women participation in leadership and decision making position in the case of Ginnir Town Administration.

Questionnaire set for respondent area

**Dear respondent** : the question is to search out information from the difference office of government on assessing women participation in leadership and decision making position in the case of Ginnir Town Administration ,so your response wish contributes a lot of success of the study area therefore you kindly requested to given authentic response .

#### Direction

1. Fill all blank and put mark ‘√’ was indispensable.
2. No need of your name.

#### Personal back ground

1. Sex    Male        Female

2. Age

- a. Below 25  b. 25\_30   
C.31\_40

3. Marital Status

- a. Married  b. Single  C. Windowed  d.  
Divorced

4. Educational level

- a. 12 grade complete  b. Diploma  C. Master &above  d.  
certificate   
e. Degree

General question

1. Do you think that the numbers of women in leadership and decision making position few as compared to men in case of Ginnir Town Administration ?

- a. Yes  b. No

2 . If your response is yes, what is the reason? (Please tick th e relevant one)

- a. Lack of recommendation.  
b. Lack of delegation (both men and women leadership and decision making position mostly delegating men rather than women employee)  
c. Educational gap  
d. Socio \_cultural attitudes  
e. Lack of women confidence and un able to express themselves.  
f. Male dominance  
g. Due to double responsibility.

h. Lack of information

i. Other please specify \_\_\_\_\_

3. Do you think there is gender discrimination regarding promotion women in leadership and decision making position?

a. Yes  b. No

4. If yes, does it create an impact of gender gap in leadership?

a. Yes  b. No

5. Is there an affirmative action used to support women for promotion leadership and decision making position ?

a. Yes  b. No

6. If yes, is it applicable to all position (such leaders and officers)?

a. Yes  b. No

7. If no what is the reason behind it?

\_\_\_\_\_

\_\_\_\_\_

8. What are the major barriers that hinder women leadership and decision making position in general ?(please tick the relevant )

a. Social factor

b. Organizational factor

C. Cultural factor

d. Male dominancy

e. Discrimination in appointments

f. Work place policies (lack of policies or policies gap)

g. Other specify

\_\_\_\_\_

9. What do you think about the employees and subordinates present attitudes towards women in leadership?

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10. Do women face difficulties when they occupy leadership and decision making positions?

a. Yes       b. No

11. If yes, what types of difficulties do they face?

- a. Sexual discrimination
- b. Family and work conflict Stereotype
- c. Glass Ceiling
- d. Sexual harassment
- e. all the above

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12. What would improve women's participation in leadership and decision making positions?

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13. Would you accept and encourage more women to be in leadership and decision making positions?

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14. How can this be achieved?

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\_\_\_\_\_ 15. What are the position of women in leadership and decision making in public institution of

Ginnir

Town

Administration?

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16. What are the major barriers that hinder women to have access leadership and decision making roles

? \_\_\_\_\_

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17. What policies and strategies should interfere to increase the involvement of women in leadership of public institutions

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18. What personal, institutional and societal factors affect women's participation in the management, in administration class?

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19. What policies govern recruitment, appointment and promotion of governmental ,bureau management ,and how do they affect women’s participation in management?\_\_\_\_\_

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20. What position do women occupy in management position in Ginnir Town Administration as compared to men

?\_\_\_\_\_

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21. How socio-cultural factors that hinders women’s access to position government office case of Ginnir town administration?

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22. What is the cause of gender inequalities

?\_\_\_\_\_

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23.How social factor are the hinder problem ?

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24. How government policies political barriers to show gender biased

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25. Does the government aware women in leadership and decision making position ?

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26. What are the policies and strategies of government to minimize gender gaps ?

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27. What are the problems facing women in leadership and decision-making positions ?

- A. Gender-based discrimination B. Lack of protection of basic human rights C. Violence D. all

28. What is the reason for women's less participation in leadership and decision-making positions in Ginnir town administration ?

- A. Lack of support from their husbands in work management  
B. Feeling superiority of males over females  
C. Gender bias D. all

29. What is the effect of culture on women's participation in leadership and decision-making positions in Ginnir town administration

? \_\_\_\_\_

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30. In most patriarchal societies, females are regarded as the inferior species? If your answer is yes, write the

reason\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Appendix 2: Interview questions .

1. In your opinion what are the major barriers and hindrance facing women in leadership and decision making ?
2. In your belief what are the major challenge facing women in decision making position?
3. In your view what are the major possible strategies that can be used to developed women's participation in primary school and decision making position?
4. What, in your opinion ,is the perception of the society to words female in leadership and decision making position ?
5. Do you think that women are equal in number with men in leadership and decision making position? If it is not equal what is the reason behind ?
6. What is the impact of gender gap in leadership due to an imbalance of leadership in the case Ginnir town administration?
7. What are the major barriers that hinder women from moving up to the decision making position?
8. What do you think about the town administration institution have any contribution to enhance the participations of women in top management level ?
9. How social factor to impose women's on management position?
10. States ,that the important of affirmative action ,gender equality, gender equity, to promote in leadership and decision making position?
11. In your opinion what are some of the challenges of women in leadership and decision making position?
12. In your opinion what are some challenges women in leadership and decision making position?

13. Inform the impact of gender gap on women in leadership and decision making position?
14. What is the status of women leadership decision making in public institution Ginnir town administration?
15. What is the effect of social identity on women's participations in leadership and decision making in Ginnir town administration?
16. What is the interest of women in leadership and decision making in Ginnir town administration?

### **Appendix 3 Observation checklist**

The following observation checklist set to observe women's participant in leadership and decision making position in the case of Ginnir town administration from 2009 to 2012.

1. To observe the number of women to assigned in principal or director position from 2009 to 2012 (EC) in educational office.
2. To observe the number of women assigned in governmental office position from 2009 to 2012 EC, that record in town administration.
3. To observe the number of women assigned on management in all town administration institution from 2009 to 2012 EC.