



**Fostering Emerging Women Leaders of Tomorrow:
Assessment of the Results of Leadership Succession in
Selected Local NGOs in Ethiopia**

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ACRONYMS

AWiB	Association of Women in Business
BPA	Beijing Platform for Action
CCRDA	Consortium of Christian Relief Development Association
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CHADET	Organization for Child development and Transformation
ChSA	Charities and Societies Agency
CSO	Civil Society Organization
CSP	Charities and Societies Proclamation
DAC	Direction, Alignment and Commitment
EI	Emotional Intelligence
EIV	Emotional Intelligence View
EPRDF	Ethiopian People's Revolutionary Democratic Front
ESCI	Emotional and Social Competence Inventory
FGAE	Family Guidance Association of Ethiopia
FP	Family Planning
GDPN	Global Development Professional Networks
GSA	General Services Administration
HTP	Harmful Traditional Practice
ICPDPA	International Conference on Population and Development Program of Action
IGAD	Intergovernmental Authority on Development
LAP	Leader Action Profile
LDCBT	Leadership Development Capacity Building Team
LNGO	Local Non-Governmental Organization
MCDP	Mission for Community Development
MCMDO	Mothers and Children Multisectoral Development Organization
MDG	Millennium Development Goals
MSCEIT	Mayer-Salovey-Caruso Emotional Intelligence Test
NAP-GE	National Action Plan for Gender Equality
NGO	Non-Governmental Organization
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
PFA	Platform for Action
PLHIV	People Living With HIV
RH	Reproductive Health
RTG	Redeem The Generation
SBI	Situation, Behaviour, Impact
SNNPR	Southern Nations Nationalities of People Representatives
SRH	Sexual and Reproductive Health
UEWCA	Union of Ethiopian Women Charitable Association
UN	United Nations

UNDP	United Nations Development Program
UNFPA	United Nations Populations Fund
UWOPA	Uganda Women Parliamentary Association
WAO	Women's Affairs Office
WCYA	Women, Children and Youth Affairs
WISE	Organizations for Women in Self Employment
YCWA	Youth, Children and Women Affairs

ABSTRACT

Although women's status has improved remarkably in many societies, women continue to lack access to power and leadership compared with men. Hence, this study is initiated due to the prevailing mass dissatisfaction that remains despite significant commitments among societies. Its objective lies on assessing the role as well as contribution of NGO leaders and their practices in bringing emerging women leaders through succession planning. Relevant literatures have been reviewed to develop empirical and theoretical background. On the other hand six NGOs with respect to their leadership practice, competencies, empowerment mechanisms, gender compositions and succession plan strategies were assessed. Methodologies such as online Emotional Intelligence View of 360 Degree assessment (EIV), semi structured questionnaires and key informal interviews were conducted. The EI analysis was conducted by Envisa learning and the questionnaires were analyzed using SPSS version 16. The major findings revealed that there is less contribution and efforts exerted by NGOs in bringing emerging women leaders unless the women themselves strive to reach the ladder. Moreover, none of the organizations under study had written succession planning policies. Therefore, the researcher recommends the NGO sectors need to review their practices and empowerment mechanisms in order to bring emerging women leaders into positions. Moreover, formal planning of succession plan is vital to ensure the continuity of the right workforce. Hence, this is the time for NGOs to wake up and commit themselves to investigate why they failed to find the required competent women in a key leadership positions as well as identify solutions for further intervention.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

There are a wide range of definitions on the concept of leadership and the role of leaders. As defined by Search Inside Yourself (2013) leadership is the art of leading others to intentionally generate an outcome that wouldn't have happened otherwise. The key concept and idea of leadership as defined by Mant cited in Hailey (2006), is about possessing and applying personal and social intelligence and it is the ability to create followers through empowerment. It is also defined not as what the leader does but rather as a process that engenders and is the result of relationships that focuses on the interactions of both leaders and followers (Carreras, Leaverton and Sureda, 2009).

The historical notion of leadership considered as masculine role and the belief that men make better leaders than women is still common today. Although some women are able to transcend cultural barriers and rise to positions of leadership, their number in all sectors including public, private and non- government sectors is still low. This is evidenced by women holding senior management position in the corporate world according to Grant Thornton International Business Report (2013), globally 14% of women held the CEO position, 19% board roles and 24% of the senior management positions. At the national legislator and parliament level, their percentage is 21.9% worldwide. In general, women occupy around one-fifth of all seats in national legislatures worldwide (McCann, 2013).

According to the data obtained from the Global Development Professional Networks (2013), there are 12% of women head organizations in the United States of America and 27% of women in the United Kingdom in the NGO sector. In Africa 28% of women held senior management position in the corporate sector (Grant Thornton International Business Report, 2013). The percentage of women in Sub-Saharan Africa is 20.2%. Women leaders in development NGOs in Kenya and South Africa are estimated to be 15-20%.

One of the major reasons for women representation is that they are human beings and deserve to participate in every aspect of life destined for human beings. The International

Conference on Population and Development Program of Action (ICPDPA), the Beijing Platform for Action and the Millennium Development Goals stress on ensuring women's equal access to and full participations in power structures, increasing women's capacity to participate in decision making and leadership positions.

Alike other nations, in Ethiopia, women are still underrepresented in many government, private and non-government organizations particularly in positions of power and leadership. Despite all international and national efforts, the actions taken and the targets set, major progresses were fragmented or not attained. According to World Economic Forum (2013), women hold 14% of top manager position at private sector; 19% of legislator, senior official and manager position; and 11% at ministerial level. According to the United Nations Statistics Division (2014) the representation of women in the Ethiopian National Parliament is 27.8. This is below the 30% of the Convention on the Elimination of all Forms of Discrimination against Women's (CEDAW's), an international bill of rights for women, requirement.

Ethiopia has followed a development agenda given that having a developed state is unthinkable without equal women representation. In this regard, one of the seven priority areas Ethiopia had identified is empowering women in decision making. Planning development without women representation will undermine democracy as women constitute half of the population. Furthermore, lack of women in leadership positions may lead to underused talent, human capital wasted and quality of appointments compromised (EU, 2013). Thus, more emphasis has to be given to assess the cause of women underrepresentation in order to close the gender gap and achieve developmental objectives.

According to the data obtained from Charities and Societies Agency (ChSA), the number of NGOs which were operating in 2014 in Ethiopia was 3,066. Out of this, organizations who renewed their licenses and entered in the agency's database were 837. The 725 of them were led by men and the representation of women in the sector at the Executive level comprised 112 which were 13% of the total population in the sector.

The present study is designed to explore the availability of succession plan, the presence and number of emerging women leaders in the plan, the efforts made by men and women led NGOs. The study also deals with NGO's strategy on developing emerging women leaders, the exerted efforts that have been done to enable women to become a decision maker and to increase their number in high-level leadership positions with considerable responsibility and authority. In addition to this, the study gives more emphasis on assessing efforts on cultivating emerging leaders against their social competencies. The study will adopt Emotional Intelligence Model (EI Model) and a Proprietary 360 Degree Leadership Instrument; both as analytical lens and as a key methodological guiding approach. This is due to the notions of impartiality and fairness that are highly inculcated in the concept of Emotional Intelligence in general and social competencies in particular. On the other hand, NGOs do promote these notions and spread the equal representation of women at leadership position. Besides, they are considered as an advocator and key partners by various national and international actors and also considered as a place equal representation of women in decision making and leadership positions within their sector are exercised. Therefore, evaluating the contribution of NGOs in light with the model of EI becomes critical for this study. The findings were analyzed and described both quantitatively and qualitatively. This enabled the researcher to give an in-depth description and help the reader to better understand the results from the numerical information.

1.2. Statement of the Problem

A lot of efforts have been made by different multilateral, bilateral, international and national governments all over the world to ensure the equal representation of women with their counterparts to climb up the ladders of the leadership positions. Due to these efforts, women have become increasingly active and influential in social, political and economic life in many countries, yet they remain significantly underrepresented in decision making and leadership roles at all levels in all sectors. De la Rey cited in (Kiamba, 2008) stated that there are few representations at decision making level and women's power to influence policies are still low. Women are still underrepresented in decision-making, planning as well as budgeting positions in public, private and particularly in the non-governmental

sectors (UNDP, 2014). In the NGO sector, out of the nation's largest 400 charitable organizations, 18.8 % of them are led by women (Lansford et al., 2010).

In this regard, what makes the figures in the NGO sector particularly remarkable when compared to other sectors is that it has given better focus on promoting gender equality at a leadership position and women's empowerment. Most of the major local and international NGOs have incorporated women's empowerment programs as a key element of their missions, despite being led by men. According to Jayawickrama (2011), from their mission and vision, NGO's are serving as a catalyst to promote women in to the leadership position. However, leadership succession plans and systems are not being put in place; therefore, women empowerment to the leadership positions in the NGO sector has remained intention rather than a reality. Thus, it has been very difficult to get potential women without having a system that supports women to be a leader. There is also a concern that many NGOs had not substantially enhanced their ability to embed and share leadership within the organization as in some cases founders and senior leaders hold a tight control over shaping the course of the organization and placements in the leadership positions (George, 2013).

Alike other countries, most local NGOs operating in Ethiopia are represented by their founders and these founders are still running the organization for a long period of time. Moreover, these founders are controlling all the decisions and the entire life of the organization. Since the founders feel the organization as their own, they find it difficult to stake and delegate leadership within the organization (Carreras, Leaverton and Sureda 2009). Therefore, NGO leaders are expected to identify one or more successors for key positions and prepare them for expanded organizational responsibilities through job assignments and other developmental activities including coaching and mentoring. Hailey (2006) stressed that, the importance of preparing an emerging leaders within the organization is critical in NGO management, but many criticized that it is not in place in most cases. With the growth of the sectors, there is some urgency of developing emerging leaders (Apostu, 2013). It is true that organizational survival in a competitive environment depends in part on having identified and developed replacements i.e., successors for key positions. Succession planning and leadership development are crucial processes in identifying and mounting an organization's leadership talent (Day, 2007).

Besides, the study of leadership is also highly drawing the attention of the academic world. A large number of scholars have studied leadership definitions, characteristics and styles. And they have done these both in terms of the broad concept and for the particularities of political, business, intellectual and military leadership. However, the specific area of leadership in the NGO sector especially related with empowering women emerging leaders through succession plan has been studied in less detail.

In this regard evidences have shown that there were relatively little researches undertaken on leadership in the NGO sectors which are related with succession plan let alone in Ethiopia but also all over the world. The number of books concerned with NGO sectors approved by Amazon.com, are only about 10%. They are concerned with NGO leadership; almost all are based on the US experience and are concerned with board and governance issues (Carreras, Leaverton and Sureda, 2009). Moreover, a study related with succession planning is not given much emphasis especially in the NGO sector (Apostu, 2013). Therefore, these empirical, methodological and practical policy level gaps triggered this research and the study will fill these literature gaps.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of this paper is to investigate and analyze the question of NGOs leadership in light with social competencies and their existing practice as well as contribution in developing emerging women leaders. Moreover, examining the practice and role of men led against women led organizations in creating more opportunities for women emerging leaders and evaluating the contribution of organizations having women focused vision against non-focused. To this end, the specific objectives are listed in the following section.

1.3.2. Specific Objective of the Study

- Assess the contribution of the selected NGO leaders in enhancing the leadership capacity of women staff in the organizations selected;
- Assess the proportions of key leadership positions women occupied in the selected organizations;
- Identify factors that impede and contribute for the low representation of women in leadership position in the selected organizations;
- Analyze the mechanisms that are put in place including leadership succession plans for developing emerging women in the selected organizations; and,
- Analyze the leaders' social competencies of the selected organizations look in terms of Social Awareness and Relationship Management.

1.4. Research Questions

There are four central questions in this study. First, are the succession plans available in the selected NGOs? If there are, how many of them are inclusive of women? Secondly, which organization (women focused or non-women focused) works more on women emerging leaders? Thirdly, does men or women led NGOs creates more opportunities for emerging women leaders? Fourthly, what has been done so far to put the emerging leaders in track being future successors?

1.4.1. Specific Research Questions

The following fundamental questions are expected to be answered by the findings of the study:

1. What has been the contribution of the selected NGO leaders to enhance the leadership capacity of their women staff?
2. What are the proportions of key leadership positions women occupied in the selected organizations?

3. What are the factors that impede and contribute for the low representation of women in leadership position in the selected organizations?
4. What mechanisms are put in place including leadership succession plans for developing emerging women in the selected organizations?
5. How do the leaders' social competencies of the selected organizations look in terms of Social Awareness and Relationship Management?

1.5. Significance of the Study

This study is very significant and timely. Empowering women in leadership and decision making position has been identified by the government of Ethiopia as one of the priority areas that needs to be tackled to ensure gender equitable development. In order to address this priority various national and international efforts had been exerted. However, the achieved results were not as such satisfactory. It is also hoped that this study will contribute to the understanding of the problems and prospects of implementing the practice of empowering emerging women to the leadership position. Moreover, the study will bridge the existing gap of gender equity in decision making positions in NGOs in particular and Ethiopia in general. Therefore, this paper will contribute to a dispassionate inquiry and subsequent understanding of the current status and process of empowering emerging women into leadership position through succession planning of the selected NGOs.

The significance of the study towards the methodological, theoretical, empirical as well as policy aspects and a notion for further research is explained as follows.

Methodological significance of the study: This study was conducted based on the model of EI. Through this model, the social competencies of leaders was assessed and that will enable to recognize the combined efforts of social competencies with leadership effectiveness to bring emerging women leaders on board. Moreover, the application of 360 Degree Assessment will benefit the leaders of the selected organizations to see themselves in the eyes of others as well as to recognize their success in developing others.

Theoretical significance of the study: This study will assure the applicability of emotional intelligence model into practical leadership. As per the theory of EI, it is believed that emotionally intelligent leaders are capable of developing emerging leaders and effective in sharing their vision to their successors. Therefore, the outcome of the study will contribute to the relationship between social competencies and the practice of empowering emerging leaders.

Empirical significance of the study: Empirically, NGOs are considered as a promoter in bringing women to leadership positions and an exemplary for other sectors. Consequently, if there is any effective attempt to build the leadership capacity of women in the sector through succession plan; we need to know more about how it works, and what skills they use. When? And why? Therefore, indicating the performances and weaknesses of the selected organizations will help to replicate the best practices and work on the defects in empowering women to leadership positions.

Significance of the study at policy level: The findings and recommendations of the study will serve as a bench mark on how to bring paradigm shift on the existing policy and practices of empowering women in to leadership and decision making positions. It also helps the sector to make a strategic shift in order to inculcate women emerging leaders in to their succession plan.

Significance of the study for further research: The cumulative outcome of the research will initiate researchers and development scholars to conduct further and comprehensive study in the same sector as well as other sectors.

1.6. The Scope of the Study

The role of women in decision making and leadership position is a very wide practice which includes the political, corporate and non-government organization sectors. Although, women are underrepresented in public and private sectors, this thesis focused on NGO sector due to their various national and international commitments on women

empowerment. Moreover, they are considered as promoter and catalyst of women empowerment. Therefore, the researcher tried to assess the effectiveness of their efforts against the reality of underrepresentation. In addition, there have been considerable researches on leadership including the status, representativeness and abilities of women leaders in the corporate sector as well as in politics. However, according to Hailey (2006), NGO leadership-related research is insignificant in number.

Although NGOs are categorized as International and Local NGOs, this research focused on only Local NGOs (LNGOs) who are registered under the name of Ethiopian Resident Charity. LNGOs are indigenous and nearer to the society's culture as well as the dominant tradition that causes low representation of women at leadership better than the International NGOs. They also secured their funds from external donors and most of these donors require their partners to see programs through gender lens. Consequently, they are relatively better in performing their programs as per the requirement of their donors in order to secure financial sources. Therefore, these factors instigate the researcher to focus on Local NGOs.

Even though, the concept of leadership applies for both men and women, this research mainly focused on developing emerging women in leadership position. This is due to women's underrepresentation at a higher and top leadership positions. In line with this reality, a lot of national and international commitments had been conducted to bridge the existing gap. However; the actual participation of women at the top leadership position has not significantly improved.

There are a number of innovative leadership theories and models that are coined and used by different scholars depending on their thematic areas. Some of these contemporary models include Star Model, Leading and Managing for Result Model, Situation, Behavior, Impact (SBI) Model and Direction, Alignment and Commitment (DAC) Model. However, all these models overlooked the relationship between leaders and their successors and the importance of leadership competencies. Moreover, these models cannot measure the competencies and skills of leaders in cultivating emerging leaders. Thus, this research focused on the

Emotional Intelligence Model (EI). EI is one of a leadership models that helps to assess the efforts of leaders in developing others.

This model has two competencies namely personal and social. There are four skills under both competencies that include self-awareness, self-management, social awareness and relationship management. This paper will mainly focus on social competencies and its two skills called social awareness and relationship management as the theme area is how leaders cultivate and empower their women followers through succession plan. Since this model helps to demonstrate the contribution and the relationship between the leaders and their subordinates, it can be an appropriate instrument to measure the contribution of NGO leaders and to explore their effectiveness in having women emerging leaders.

Consequently, data related with leaders' social competencies were collected through Emotional Intelligence View 360 Assessment. In this assessment the leaders were evaluated by themselves, their board members and subordinates. The researcher believed that, this assessment is scientific, standard, value added, similar for all and also self-reported. It also helps to express oneself as well as bring attitudinal changes of leadership. This is because people can evaluate and express themselves thus paving the way for change. Moreover, the assessment requires the board and subordinate to evaluate the top leaders of the studied organizations. Hence, this helps to triangulate the research findings and avoid or minimize the biasness. EIV 360 Assessment enables the individuals to assess the competencies of coworkers including superiors, peers and subordinates and also it acts as a reality check (Apostu, 2013). The consumption of 360-degree feedback from a leader's typical followers, peers, supervisors, and relevant others, can also be a valuable source of feedback so as to assure the effectiveness of a leader (Riggio and Reichard, 2008). To support the findings the researcher used key informant interviews with the leaders of the organizations and semi structured questionnaire with the staffs who are at higher, middle and lower level positions.

Six NGOs led by men and women from two consortiums were the sample representatives of this study. The sample representative organizations were selected based on multi stage sampling. To see the leadership trend, practice and organizational achievement; this

research took samples of organizations which were operational for the last 15 years. This enabled the researcher to review at least three and above strategic plan documents and investigates whether the selected organizations had designed a succession plan. The researcher believed that the organizations that run-through for the last 15 years have exercised a long term practice and had gone through a leadership journey to develop emerging leaders. In terms of capacity and availability of strong internal structure, those organizations are believed to be pioneers since they are surviving the new Charities and Societies Agency Proclamation as most of the organizations vanished from the sector. Moreover, to triangulate the leaders' efforts and NGOs contribution, their consortiums and Women Affairs Office were part of the study.

1.7. Limitation of the Study

Although this study has a relatively narrow focus (sector-wise, topic-wise, and women specific), it dealt with a very complex topic that includes more than half of the population which even though is considered as 'vulnerable'. Those who will participate in the study do not represent a representative sample for all sectors. However, they provide some anecdotal findings which are beneficial to this study. As it can be indicated, a thorough lower representation of women in a leadership position analysis and consequent recommendations would require much more time, human and financial resources. The issue of women representation is very complex and difficult to achieve results even with a worldwide intervention through various developmental goals. The author therefore has to accept this limitation and adjust her research to the possibilities she has.

Obtaining data about the representation of women in the NGO sector was very difficult. The data compiled by Charities and Societies Agency which is the regulatory body of the sector in Ethiopia lacks gender disaggregation. To mitigate this problem, the researcher has taken the data from those who currently renewed their licenses and are reregistered under the agency.

The researcher took employees who are at the top, middle and lower level positions of the studied organizations with the belief that they would understand the online assessment of

EIV 360. However, out of 36 participants 8 participants misunderstood the instruction and shared the link with each other. The link was designed for each participant and when they shared the database accepted one and rejected the other. However, due to the discussion with Envisa Learning Institution the problem was solved by resending another link.

Collecting the distributed questionnaires and scheduled interview with the Executive Directors of the study organizations were very tiresome for the researcher due to the busy schedule of the participants. However, with close follow up and patient, out of distributed 36 questionnaires all except one were returned. In addition, frequent visit of the study organizations and email contact with those outside the country, the interview was completed with all proposed Executive Directors.

1.8. Organization of the Paper

This thesis was divided into five major chapters. The first chapter covers the general background of the study which includes introduction, rationale and justification of the study, background, statement of the problem, research questions, and objective of the study, significance, scope and limitations of the study. The second chapter is devoted to the general literature review including the empirical and theoretical part of leadership, aspects of leadership, leadership in the NGO sector, succession planning, the need and role of Women in the leadership position and the national and international initiative in order to increase the number of women in the leadership positions. The third chapter will cover the background of the study area and the methodology. The fourth chapter deals with the analysis and interpretation of the study part. The last chapter deals with the summary, conclusion, the major findings and recommendations of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1. Empirical Review

2.1.1. International Initiatives to Guarantee Women Participation in Decision Making and Leadership Positions

Enormously different strategies and intervention programs have been developed by the international and multilateral governments implemented to empower women as well as to bridge the gender gap in leadership position. The International Conference on Population and Development Program of Action (ICPDPA) was conducted in Cairo in 1994 and considered as a landmark in the history of women's rights. It puts the efforts to advance gender equality. In this conference the delegates agreed on the equality and empowerment of women as a global priority and also underlined on four areas, one of which is to deliver gender equality and empowerment of women. In 1995 the Fourth World Conference on Women was held in Beijing and the Platform for Action was adopted. The Platform deals with twelve critical areas of concern, one of which is Women in Power and Decision making. In relation herewith, the PFA highlights the empowerment and autonomy of women and the improvement of women's social, economic and political status for the achievement of both transparent and accountable government and administration and sustainable development in all areas of life. In 1997 the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) was adopted by the UN General Assembly. It is considered as an international bill of rights for women and commits States to end discrimination against women in all forms, particularly the principle of equality of men and women in their legal systems. The Convention also provides the foundation for actions to be undertaken so that women enjoy equal rights. The Millennium Development Goals (MDGs) are the international development goals established following the United Nations Millennium Summit in 2000. Promoting gender equality and empowering women is one of the eight development goals. The MDGs stress on the sharing of women in wage employment and increase the proportion of seats held by women in the position.

Regardless of significant progress, gender inequalities persist in leadership positions and the pace of change is still low in many countries. According to UN women report of 2012-2013, the share of women in parliaments still does not reach the level of 30 % in most countries of the world (UN, 2012-2013). The report further explained that, despite some improvement of equality between women and men, the actual participation of women at the top leadership levels of national and international decision- making has not significantly improved since the time of Beijing. Similarly, Ethiopia has tailored the same initiation in order to confirm equal participation of women in higher positions.

2.1.2. Initiatives of the Ethiopian Government to Assure Equal Participation of Women in Decision Making and Leadership Positions

Historically, Ethiopian women have played prominent roles in the country's political, economic and social spheres. Unfortunately, not much is documented on this. This dearth of data, however, is not only a product of the past. Even at present the critical shortage of data on women is glaring. The little documentation which does emerge is often influenced by international actors and remains invisible or out of reach and unpublished (Cohen, Rocchigiani and Garrett, 2008). Women involvement in the leadership role in the Ethiopian history has an ancient base derived from a mythical legend goes back to the time of Queen of Saba as Belai 1992, p. 7 cited in Indrawatie (2011). In addition, Empress Taitu has also initiated the consideration of some serious women's issues on board and it continues during the time of Emperor Haile Selassie as Princess Tsehai, daughter of the emperor, was more ambitious and initiated the first nationwide women's organization known as the "Ethiopian Women's Volunteer Service Association" in 1935 *ibid*, p. 29 cited in the same book. During the Derg period there were also a lot of initiatives that addresses the issue of women's empowerment by organized them through various associations and ensuring that they have significant representation in it (Cohen, Rocchigiani and Garrett, 2008; Indrawatie ,2011).

During EPRDF, the promotion of gender equality has been on development agenda from 1992 onwards. To mainstream the concept of equality, various international and national commitments have been done. Some of the major international platforms for action to

accelerate progress towards gender equality that Ethiopia has endorsed are the International Conference on Population and Development Program of Action (ICPDPA), the Beijing Platform for Action (BPA) and the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and all of which stressed the significant of equal access to decision making, leadership, employment and empowerment of women, among others.

In Consistent with these international initiatives, the government of Ethiopia has affirmed its commitment to the development of women with the declaration of the National Women Policy in 1993 and the promulgation of the new Constitution in 1994. The constitution propagated the legal reforms and policies that created an enabling environment for the promotion of gender equality and the rise of several types of women's organizations, gender sensitive civil society organizations in order to implement projects and programs along with advocate for gender justice and women in decision making. Besides all these ingenuities, the Women's Affairs Office (WAO) has also articulated a National Action Plan for Gender Equality (NAP-GE) so as to implement the promotion of gender equitable development. In order to have smooth implementation of the Action Plan, the Government has interlinked with the Plan for Accelerated and Sustained Development to End Poverty (PASDEP).

The general objective of the Action plan linked to PASDEP Pillars includes the proliferation of women's access to all levels of decision making as well as on the development of women's capacity in leadership and managerial skills. In order to achieve the goal of the Action plan, the government has also called the collaboration of different stakeholders, particularly NGOs.

In spite of all these national efforts; the initiatives have not made major progress in attaining women in decision making power. Findings of the current status of women in the decision making positions indicated that all these initiatives have remained on paper and Women's Policy has also lacked focus on their role in decision making. These findings further describe that, there is absence of deep rooted action to increase their number as well as enable them practice their leadership. The reasons behind the inadequate representation and proper action include but are not limited to is lack of attention to the issue and lack of

commitment and political will by the leadership (MoWA, 2006-2010). Therefore, when it compares from the initiation, it is very far behind from the expectation.

2.1.3. Leadership and Women Representation far from Expectation

From the view point of global and national movement, the goal of equal participation of women and men in leadership and decision making facilitates a stable development framework, strengthens democracy and promotes proper functioning of systems and structures. In this regard, women's equal participation in leadership and decision making is not only a plea for empowering but a necessary condition for equality and making sure that the present institutional culture is deconstructed to take women's interests into account. To change these initiations into reality, for several years, there have been a lot of campaigns undertaken to enhance women's participation in leadership and decision making; however, in the actual transformation, the lives of women has been thoroughly sluggish and their role is only considered additional rather than being the fundamental of transformation (Isis-WICCE and UWOPA, 2014). Moreover, in most cases as Pande and Ford (2011) stated when women are being appointed to leadership positions, it is to fulfill affirmative action requirements rather than on the basis of their excellence. They further noted that, women's role in leadership is more supplementary rather than an essential part of public policy and development. Therefore, the expected changes in the lives of women are far from satisfactory; due to this, a lot of questions have been raised behind the reason (Isis-WICCE and UWOPA, 2014).

As stated above, enabling policies and initiatives alone is not a guarantee for the emergence and empowerment of women in leadership positions unless it is supported by the will and determination of the people who are already in the position. Although, some of the women penetrated and showed up in a ladder of decision making position, they still have faced different challenges. In a decision making position, women's admission has been overly involved by discrimination and stereotyping. This is largely due to society's attitude toward appropriate male and female roles; therefore, they receive almost no encouragement to pursue leadership position as Growe and Montgomery cited on Kiamba (2008). In the leadership journey people are not in corporate women and men with the same traits and

relate men with the trait that indicate leadership with assertion as well as control and women with shared qualities that express the compassionate treatment of others (Bronznick and Goldenhar, 2008). In this regard, Nzomo cited in Kiamba, 2008 further elaborated the idea is that, because of men domination in the decision making structure, women are not in a position to get acceptance and facing difficulty to penetrate in to the inherent male-controlled structure. As Sadie also cited on Kiamba 2008, different aspects at work restricting women's potential to aspire of leadership; the extremity of the constraints that women face is the patriarchal system where decision making powers are in the hands of males and many African women including Ethiopia are finding it difficult and unthinkable to escape the cultural context and traditional belief for fear that they lose acceptance.

Some of the recent literature observes the persistent gender gap in leadership from different perspectives. Although the "glass ceiling" has been the traditional image used to describe barriers for women, the "labyrinth of leadership", become a new framework on the study of women in leadership. In this framework the challenge of women in leadership considered as a multiple and complex in their career development. "The routes exist, but are full of twists and turns" (Bronznick and Goldenhar ,2008). In this regard, Instead of merely pointing out the effects of one, two or three oppressive categories considering the concept of intersectionality would be a primary approach (Maji, 2013). Intersectionality is a concept to describe the ways in which oppressive attitude which are interconnected and hardly examined separately from one another (Winker and Degele 2011 and Hancock, 2013).

It is coined as separate forms and manifestations of oppression are shaped by one another (Hancock, 2013). It is an observation that women experience domination in varying arrangements and in varying degrees of intensity. Cultural patterns of oppression are not only interrelated, but are bound together and influenced by the intersectional systems of society Crenshaw cited on Macall (2005). The issue of intersectionality has used in the agendas of the civil rights and second-wave women's movements using the name as "double bind" and "multiple jeopardies" to critique and explain the sociopolitical location and challenges facing Black women in the United States. Hancock 2013 identified in her research intersectionality is worthy ways to operationalize and cross-examine the substantive issues include questions of equal employment access, equal representation, and

opportunities for remedy, or successful institutional reform. Examples of intersectionality include, gender, ability, society's attitude, poor socio economic status, family responsibility, low level of education, vulnerability, lack of skill, access and opportunity . Therefore, women are the center for these intersectional problems. Low level of women participation in decision making and leadership position has also the result of these overwhelming problems.

The research about women's leadership demonstrates that most sectors continue to move at a slow pace in terms of bringing women into the highest positions (Bronznick and Goldenhar, 2008). On the other hand, in some points, the bodily presence of women denoted by most researchers as visible at last indicated a big revolution, a stepping stone of breaking into a territory that was historically not theirs. According to the key informants interview conducted by (Isis- WICCE and UWOPA, 2014) states that, women's presence in the leadership position would be one of the reason for the shifting of society's attitude related with women and helping them to voice out their private issues in public. On the report of online discussion conducted by Women Watch (2007), Meaza Ashenfi from Ethiopia noted that the significance of seizing performance data in different sectors of representation, highlighting the fact that achievements in women's representation are unequal across different areas and sectors. Most women leaders try to encourage and mentored young emerging women in order to follow their foot print. They are also inspired them by creating a conducive environment and pushing to stand out and challenge the position previously dominated by men. However, the achievements of women leaders beyond their physical presence have been generally uneven and unimpressive (Isis- WICCE and UWOPA, 2014). In his regard, in order to bring effective changes the existing leadership practice has to changed and adopted contemporary practices.

2.1.4. The Changing Context and Perspectives of Leadership

The concept of leadership has been defined in a wide range by different scholars; the Free Dictionary definitions identify a leader as one that provides guidance by being a model and going in front, or reasons for others to go with. It is also defined that “a process whereby an individual influences a group or individuals to achieve a common goal” (Hunt and

Fitzgerald, 2013). Exploratory and confirmatory factor analytic research by Bass (1985), Hater & Bass (1988), and Seltzer, Numerof & Bass (1989) cited in (Hunt and Fitzgerald, 2013) explained that, the concept of leadership as a role model for followers, provoking followers to hold the leader's vision, values and principles; inspire followers by planning enthusiasm and articulating a smart vision for the future; express new ideas that challenge dominant organizational thinking; encouraging followers to rethink established methods and practices; recognize the unique needs of individual followers with special consideration for women and who provide subordinates with special attention to strengthen their self-efficacy.

Humphrey, George (2002, 2008) cited in Walter, Cole, and Humphrey (2011, 2012) define leadership as an “emotion laden process” associated with proper management of followers emotions that can be very important for leadership function. Many researches showed that leaders' emotion assure extremely influence followers' emotional reaction. Followers' job performance, as a result, provides positive, optimistic feelings Mc- Coll-Kennedy & Anderson (2002); Pirola-Merlo, Hartel, Mann, & Hirst (2002) cited in Walter, Cole, and Humphrey (2011). Similarly, Antonakis, Ashkanasy and Dasborough (2009) define leadership as an emotional-laden development that can manage his/her own emotions and have empathy for others will be more effective in his /her assignment. Several studies have reinforced the importance of emotional intelligence for creating effective and successful strategies that enable to cultivate emerging leaders in to the leadership journey. In this case, leadership becomes leading topic for emotional intelligence (Jensen et al., 2007). According to Kouzes and Posner cited in Carmichael and Sytch (2005) leadership is about human relation; this relationship can be expressed as those who aspire to lead and those who choose to follow. Therefore, through this relationship the practice of empowering and enabling the followers to replace the leading group would be the prime motive.

Goleman cited in Jensen et al. (2007) suggested that the leader sets the emotional attitude for the organization by sharing emotional energy to the emerging leaders and those leaders set the development and continuation of their organizations. Likewise, the view point of leaders inter-activeness shows that how the leaders' emotion built up and blowout in leader – follower relationship that happen on the concurrent cultural and historical contexts (Antonakis, Ashkanasy and Dasborough, 2009).

Effective leaders develop a constructive, optimistic vision of the future and carry this vision to followers in an emotionally attractive and in a fairness manner. On the other hand, effective leaders competently manage their own and their followers' feelings. It is believed that, then, many practitioners and researchers regard emotional intelligence as a prerequisite for successful leadership in replacing themselves in the form of succession (Walter, Humphrey and Cole, 2012). In most cases, effective leaders both task and employee oriented; those leaders keep a conducive work environment to excel and enhance the potential of their employee as well as the efficacy of the organization. Farris (1988) identified a leader behavior as task oriented leadership behavior and as relation oriented behavior (Jensen et al., 2007). According to Yukl (2006) cited in the same book, relations-oriented leadership behaviors such as supporting behaviors include showing acceptance, concern, impartiality and confidence for the needs and feelings of others; developing behaviors provide potential benefits to new, inexperienced supervisors, colleagues, peers, or subordinates and recognizing behaviors show praise and appreciation to others for effective performances, significant achievements, and important contributions to the organization. Kaptein, Huberts, Avelino and Lasthuizen (2005) cited in Winston et al. (2012) noted that leaders can best influence followers by measuring the results of their actions. Similarly Manz and Sims (1993) again cited in this book, they found out in their research, four strategic values of a successful leadership within an organization this include; ~~to~~ act with integrity, to be fair, to have fun, and to be socially responsible”.

Ancona et al. (2007) cited in Rafanaviciene, Pundziene and Turauskas (2009) describe the assignment of the contemporary leaders as cultivating new bloods, coordinating, developing the action of the emerging leaders in a fair and representative manners at all levels of the organization instead of following the earlier function such as command, biasness and control. Therefore, their practice and run through based on the motto of impartiality, equal representation of women in the organization would be achieved. Organization needs to develop the success profile and talent intelligent to reach on decision and to identify the available emerging internal talent with a consideration for their women staff. The talent profile should encompass all the elements of skills, experience, performance and development plans, and goals are the core tool for identifying and evaluating talent. In order

to avail effective and efficient internal talent development requires access to talent intelligence. Information about the skills and aspirations of the prospect leader matched with the required skills and fit for the vacant position (Wilkins, Snell and Thomas, 2012). Similarly, as Johnson (2006) cited in Rafanaviciene, Pundziene and Turauskas (2009) describe the function of leaders in a higher position as to safeguard the success of the organization and adept this objective in the mind of the follower so as to help achieve this success. Therefore, getting the right successor in place, motivating, mentoring and empowering them a key competency associated with social skills. More likely when a leader successfully exhibit and control emotions can more strongly and positively influence emerging women leaders' feeling and address their concern with higher ability Humphrey (2008) cited in Walter, Cole, and Humphrey (2011). The concept of leadership applies in every organization including public, private and non-governmental organizations. The application of this concept may differ from one to the others, however the core concept remain similar. When it comes to the notion of empowering emerging leaders, NGOs have more responsible since it is one of their prior missions that has to be achieved with the collaboration of other concerned bodies.

2.1.5. Leadership and Non-Governmental Organizations

The concept of NGO's leadership is linked with individuals who are operational to bring about social change. In the NGO sector, leadership considered as a contribution made by a group of people in order to carrying out the organization's work instead of the input of one person. In other words, it is beyond the scope of the leaders occupying the higher position (Carreras, Leaverton and Sureda, 2009). Unlike the public and the private sector leaders, leaders of the NGO sector more repeatedly face unexpected challenges both at a personal and organizational level due to their engagement with the community and the political environment of a given country (Apostu, 2013). By the same token, like other sectors, NGOs play a key role in order to response societal problems and they are performing in a complex and competitive environment so as to secure funds and qualified staff Smith(2002); Jaskyte & Kisieliene (2006); Trautmann, Maher, & Motley, (2007) cited in Jensen et al. (2007). Beside, NGOs do not have formal power; instead 'soft power' that can

help them influence the environment that they are working with (Carreras, Leaverton and Sureda, 2009).

On the other hand, NGO leaders are accountable for multiple actors this include Leaders of NGOs are responsible for their staff, beneficiaries, board members, multiple funding sources, and to their own particular projects; Brinkerhoff & Brinkerhoff (2002); Malloy & Agarwal (2010) cited in Winston et al. (2012). Therefore, all these engagements trigger leaders to influence their followers' performance and perception as well as being a model and execute to excel the capability of their followers (Jensen et al., 2007). However on the contrary, most local NGO leaders are having patriarchal and matriarchal style of leadership; are resistant and non-responsive to adopt changes. Furthermore, instead of empowering their team they usually force some or all of their subordinates to be their dependent. They often dominate the organizations unduly and generate a dependence syndrome due to their high profile and the number of actions they undertake. Simultaneously, they always stick only on their own ideas and proposals; are not willing to accept feedback and criticism. They just want to put themselves in a hierarchical position as well as controlling the system of the organization in order to abuse the aim of the organization for their own personal benefit. In addition to their controlling systems and leadership practices, the question of women empowerment and leadership is not responded, due to lack of flexibility, readiness for change and paradigm shifts (Carreras, Leaverton and Sureda, 2009).

The attraction and development of women emerging leaders and successors to the leadership position would be one mechanism of taking along the change and this paradigm shift to embrace with the complexity and continually changing circumstances. Therefore, leaders' success as change catalyst rests on their capability to delegate assignments to endowed contemporaries and to attract talent and how best to identify emerging leaders (Hailey, 2006). He further explained that, the success of most leaders is determined by the ability of their successor planning and the transfer of knowledge that the followers can muster. Most of the executive directors, especially in the context of local NGOs are the founder of the organizations. Therefore these leaders have to be a model for their successors especially for

women and provide opportunities through mentoring and delegating to manage the upcoming uncertainties.

2.1.6. Understanding the Essence of Succession Planning

A succession planning is a mechanism to discourse the connotation termed the “crisis in human capital.” While the employees are regarded as a human capital, their essentiality is acknowledged as a vibrant for the success and feasibility of the organization as GSA, Succession Planning Guide, summer 2001 cited in Malhotra, (2011). The significance of succession planning is more familiar in the military and manufactures. Malhotra further indicates succession plan as a transfer of knowledge, duties and responsibilities to the nominated leaders who are preselected and groomed to assign on higher position with the slightest interruption of the ongoing tasks in the event of the position holder leaves the place (2011). As Dubrin cited on Malhotra (2011), succession planning is associated with leadership development since preparing the emerging leaders and the process of selecting and promoting the successors is part of a leadership development.

Succession planning as defined by Odhiambo, Njanja and Zakayo (2014) is a strategy through which organizations develop employees to take possession of key positions in over a period of time as a long term plan. Nowack (1994) cited in Tilbury (2012) defined the concept of succession plan as a “replacement planning” which means competent and skilled nominees are identified and positioned for the possibilities promotion to higher senior leadership position. Leaders have to identify the skills gap through measuring the trend of the organization after some years in the future; planning the process of succession strategy would save the organizations from failure Hills (2009) cited in the same book. Tilbury also cited Dodd & Simons (2005) in his book stated that once a vacant post has been identified for succession, a type of skills necessary to accomplish the functions of that position should be given more emphasis for further development and concern. Therefore, through defining the skills desirable in leadership, the organization will recognize what to look for or develop in possible candidates for succession. Bain (1995) and Rothwell (2001) cited in Odhiambo, Njanja and Zakayo (2014) succession planning tries to address essential enquiries which is related with the influence of the external environment in case of changes on the quantity and

quality of man-power needed to support the mission and vision of an organization, therefore as a process, having this plan in the organization can guarantee the stability and tenure of the employees.

Karacay-Aydin (2008) cited in Malhotra (2011), noted that the importance of mentoring the emerging leaders in order to develop a pool of successors. He further explained that, mentoring is an important instrument to attract, retain, motivate, and develop talent, especially for women emerging leaders and for the disadvantaged group of the society. According to the survey conducted by Malhotra (2011) all of the organization under the survey didn't have a formal succession plan, but informal succession plan for their key positions.

In this regard, most organizations understand the importance of succession planning, but the actual application sometimes loses out to more immediate concerns. In order to survive and thrive, successful organizations must be keenly aware of their leadership talent and how to best develop it across all levels. Succession planning and leadership development are key processes in assessing and developing an organization's leadership talent (Day, 2007).

McArthur and Favero Phillips (1994) cited in Tilbury (2012) stating the step of succession process, "the first step is to identify a diverse group of future leaders throughout the organization". The next step would be evaluating the candidates using four dimensions: "current performance, development needs, possible next moves, and long-term potential for advancement". Again according to Bradshaw Lynn (2001) cited in Tilbury (2012) the sequential process conducted to assess the potential candidates: "deliberate and systematic identification of organizational needs, the discovery of a pool of high potential candidates, and the matching of individual competencies with current and anticipated organizational needs".

To make the practice of succession planning more manageable, there are succession planning processes which are applicable for public, private and NGO sectors; in particular emergency succession, departure-defined succession planning, and strategic leader development are the three approaches that are suggested for the NGO sector.

2.1.7. Why Succession Plan for the Emerging Women Leaders in Non-governmental Organizations?

The National Women's Policy needs and emphasizes the cooperation and collaboration of governmental and non-governmental organizations in order to bring changes in the lives of the people in Ethiopia and particularly on women decision making ability. NGO's are one of the partners in the implementation of the policy at grass roots level. Among such organizations CCRDA and UEWCA (Umbrella organizations at national level) are playing a great role in bridging the gap (MOWA, 2006). Thus, this is an illustration that NGO's have acted as promoters and catalyst of women's right in order to show up on the position of top hierarchies.

To achieve the international as well as the national commitments, the Beijing platform for action calls up on the non-governmental organizations to empower women by taking action on its critical areas. The UN Women has also stressed on the importance of partnership with NGOs in order to force knowledge, resources and influence, so that gender equality has its rightful role at the center of all efforts to advance human progress.

As NGOs are devoted to collaborate with other development actors in bringing women in positions, in comparison of other sectors, they have made more rapid and substantive progress at advancing women to the top leadership of their organization (Bronznick and Goldenhar, 2008). Even though, men are still devastatingly control the decision-makers as senior executives and board member of NGOs and may not give priority for women's issues as their major concern, the participation of women in the sector has relatively good (Women Watch, 2007). However, according to the report of online discussion, participants from both developed and developing countries, including Ethiopia described that having more women in positions of power does not necessarily result in "women-friendly" social, economic and political systems that are responsive to women's concerns. In this same report, Abiodun Baiyewu from Nigeria witnessed that although women tend to be involved in NGOs, it does not mean they are in decision-making positions. She further noted that ~~in~~ spite of playing an active role in these organizations, they rarely take up leadership

positions” (Women Watch, 2007). Although, they are committed, there is a feeling of frustration in the sector, to the consequence that despite women’s increasing numbers the change in bringing women to the position is not occurring as fast as expected. Therefore, inculcating women in the succession plan and developing their capacities through various leadership mechanisms are critical for the sector in order to manifest the assigned tasks as a partner for women empowerment.

2.1.8. NGOs Leadership and Leadership Succession Plan

It is indicated as the process through which organizations get ready to substitute managers or employees who may leave the organization for any purpose and confirm that there is continuity of the desired workforce needed in the organization (Odhiambo, Njanja and Zakayo, 2014). Around 60 years of research confirm the encounter of succession since it is capable to be a reason of interruption on the performance of a given organization. As Grusky cited in Rafanaviciene, Pundziene and Turauskas (2009) stated that succession is an essential part due to two reasons; lack of succession always leads to organizational instability and it is a phenomena that all organizations must cope with.

Most NGO leaders are recognizing the importance of succession planning, in response to a terrifying situation in case of a founder leaves and an organization goes under. According to Carreras, Leaverton and Sureda (2009), NGO staff had long tenures in organizations; there are cases that most staff have spent their entire career life in one organization; however, this kinds of experience has vividly changed from time to time due to the size of the organization has stretched, more managerial staff and experts are hired from outside rather than being promoted from within. Therefore, this results that there is a considerable mobility of staff. They are also further explained that, promotions to managerial positions within NGOs tend to be more associated with access to informal networks, taking on visible assignments and making one’s voice heard than with systematic assessment of individuals’ competencies and aspirations. Consequently, there is an absence of appropriate successor to replace the founder leader in case of misfortune.

Succession planning considered to be one of the mechanisms in good management practices that don't get much credit when everything goes smoothly, but whose absence when needed is apparent and unpleasant (Plattner, Rafferty and Soholt, 2012). The necessity to develop succession plans as strategy for the continuity of NGOs therefore becomes critical. This is due to the fact that most of the organizations under the study of Odhiambo, Njanja and Zakayo (2014) indicated that they are having a proper succession plan. Nevertheless, the seriousness and effectiveness of these plans are yet to be determined since most of the organizations continue to select their leaders on the time of emergency.

NGOs are in the center of a severe leadership crisis which will create a terrific shortage of NGO leaders within the next five years Tierney (2006) ; Toupin & Plewes (2007); Casner-Lotto, (2007) cited in Santora, Sarros and Esposito (2010). Moreover, as they cited the survey of Toole (2008), there are only five percent of the studied NGOs who have succession plan and Hrywna (2008) found that 25 percent of the respondents to his survey had a succession plan.

Without sufficient succession plans most NGOs may come upon organizational disruptions, and in some cases, may be forced to close their organization Metelsky (2004); Price, (2008). Therefore, succession “remains a challenge to NGOs of all types” (Bear & Fitzgibbon, 2004) cited in Santora, Sarros and Esposito (2010). Therefore to a greater extent, the exercise among NGO's acknowledged that successor reviews including coaching and mentoring emerging leaders are the key to effective succession management, including identified gaps (Odhiambo, Njanja and Zakayo, 2014). In most organizations, women emerging leaders are not getting a chance to practice leadership within the organization and moreover, new bloods are coming from outside of the sector. Therefore it has both positive and negative impacts. The positive impact would be there can be a healthy mixing up of existing culture. On the other hand, the new comers can dilute the strength of internal organizational inevitability (Angus, McNicoll and Chandler, 2012). Similarly, various researches argued that in the succession process when the organizations perform below the expectation and require a strategic change, outsider would be selected. On the other hand while the organizations desired continuity the vision and mission of the origin, the insider

would be selected Boeker (1997); Boeker, Goodstein (1993); Brady, Helmich (1984); Zajac (1990) cited in Rafanaviciene, Pundziene and Turauskas (2009).

On the other hand, according to the survey conducted by Wilkins, Snell and Thomas (2012), most organizations plan they want to promote from within and give priority for their women staff; however at the moment of truth they do the reverse. Notably, very few contemporary leaders (11 percent) got their job by being coached and mentored as part of organizational development program. Most likely to be an external hire 33 percent and promoted because of their technical expertise (20 percent). There is no much consideration for succession planning especially for the women staff, but it is becoming a pipeline of ready now individual contributors who can make the difficult transition into successor leader.

According to Apostu (2013) there are concerns about the dearth of leadership talent that can be found within the context the NGO sector as a whole. This “leadership deficit” will create a stiffness of urgency as the sector expands over the next twenty years and if the lower participation of continues in the same way. It is predicted that in the US alone over half a million new senior managers will have to be prepared for leadership positions in the period 2007–2016. It is also obvious that most of these occupations will be occupied by individuals employed from outside of the sector who will have had limited familiarity and experience of running NGOs at a senior level (Apostu, 2013). Currently, it is assessed that only 40 percent of senior management positions in US NGOs are filled by internal appointments, and that the rest are recruited externally Tierney (2006) cited in Apostu (2013). CIVICUS (2002), an international alliance of civil society organizations, cited in the same book correspondingly identified the absence of NGO leadership talent as a matter of actual concern. It suggested that this was partly a result of the swift turnover of senior staff and the challenge in replacing them, and that NGOs required doing more to develop a new generation and retain effective leaders. By the same token, evidence showed that 31 percent of NGOs do not have an emergency succession and 69 percent lack a general succession plan for their organizations Wolfred (2008) cited in Tilbury (2012). This is due to the governance structure of the NGOs.

In spite of these concerns most of the contemporary research into NGO leadership underlines the importance of good leadership. An effective leader can alter an organization by providing direction, inspiring staff, mobilizing new resources while still maintaining a clear organizational mission, objectives and vision, and promoting shared values (Apostu, 2013). Most researchers argued that leaders succession is an important phenomena for every organization especially in NGO sector since their motive is addressing social issues at the grassroots level where the hands of the government short, their objective needs to be continued without interruption. Moreover, since NGOs considered as a promoter of gender equality, they are expected to excel the number of women in the leadership and decision making position (Rafanaviciene, Pundziene and Turauskas, 2009). Moreover Barnett and Davis (2008) cited in Tilbury (2012) describe the succession plan in the NGO sector will result leadership continuity, reduced turnover, retention of key personnel, helps them to achieve their mission related with women empowerment in to leadership and directly or indirectly improving the performance of the organization. Wolfred (2008) in the same book also suggested that NGOs' boards will be apprehension with whether or not the organization stays long to its original mission under new leadership and also Dodd and Simons (2005) as cited by Tilbury, be certain of that organizations with real succession planning will have higher employee retention and more qualified internal managers".

Identifying potential successor in the NGO sector most likely occur in times of crisis or emergency rather than a preplanned activities in their strategic planning (Wolfred, 2008) cited in Tilbury (2012). It is believed that the importance of succession planning strategy for the long term operation of the organization become more critical. General knowledge and education cannot replace the institutional knowledge and expertise that will be lost as senior employees retire". Moreover, with the absence of a formal succession process, the accumulated knowledge and expertise developed by the earlier leaders for several years might be gone to emerging leaders Fredericksen (2010) cited in Tilbury (2012). Furthermore, most local NGO leaders are well mentioned in their growth, diversity and quality of their work, but are yet to develop a successor. There are subjective references that the leaders try to maintain status quo through not letting others grow as potential future leaders, that they do not have enough confidence in others, and so on. Therefore, in some

cases, there is no concern about succession at all from the beginning (Haile, 2006). According to (Awan, Qureshi and Arif, 2012), leadership by which to advance the human behavior in the organization by motivating, empowering, increasing satisfaction, coaching, mentoring and developing, increasing commitment, rewarding, giving regular positive feedback, set the adequate environment, managing the work force diversity, and increasing knowledge and innovation capabilities of employees. However, in actual case, the reality is far from expected. Therefore, exploring leadership competencies, particularly social competencies, related with development of successors' leaders in the NGOs is essential for the continuation of organizational values; since leaders who have high level of social competencies have the ability to communicate the vision of the organization and motivate others to follow. Tilbury 2012 further explained that, the current research conducted globally showed that most organizations regardless of their type and who have properly implementing succession planning strategy meet their leadership need and effective in the sustainability of their vision.

2.2. Theoretical Review

2.2.1. Emotional Intelligence: A new Approach to Leadership Development

Emotion is defined by different scholars and academicians differently; accordingly, theologians study emotions or rather control of emotions as way of comprehending the Supreme Being, while the psychologists and sociologists have debated emotions against their implication to the individual and society. Contrariwise, the natural scientists like physiologists are interested in the origin, evolution and functions of emotions (Gayathri and Meenakshi, 2013). George (2000) cited in (Antonakis, Ashkanasy and Dasborough (2009) explained that emotions are playing a vital role in the leadership process and the contribution of emotional intelligence for the effectiveness of leaders. Mayer and Salovey (1997) cited in Jensen et al.(2007) defined emotional intelligence (EI) as the ability to perceive others and to understand emotion and emotional knowledge as well as to control emotion and promote emotional and intellectual growth. As Goleman (1998) cited on Dadehbeigi, Shirmohammadi and Ershadi (2008), EI refers to "the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions

well in ourselves and in our relationships". On the other hand, Salovey and Mayer (1990) cited on Wolf and Kim (2013), defined EI as ~~the~~ the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and action."

The concept of EI has appeared as a prominent research stream in leadership field. It is also discerned to be a precondition for various crucial leadership subjects including leadership emergence, leadership effectiveness, effective leader outcomes, and succession (Dadehbeigi, Shirmohammadi and Ershadi 2008).

EI is one of the models to measure the effectiveness and ability of leaders in a leadership position. According to Dadehbeigi, Shirmohammadi and Ershadi (2008) there are three key models of emotional intelligence. The first model introduced by Mayer and Salovey (1997) was a cognitive ability model which considered EI as a form of pure intelligence. In the second model Goleman (1998) argued that EI is a critical factor for workplace success. His model considers EI as a set of competencies that can be learned and developed. Bar-On's (1997) mixed model regards EI as a mixed intelligence consisting of both ability and personality aspects.

The model which is developed by Daniel Goleman encompasses a combination of emotional competencies within each construct of EI. Emotional competencies are not innate talents, but rather learned capabilities that must be worked on and can be developed to achieve outstanding performance. These skills contribute to a person's ability to manage and monitor his or her own emotions, to correctly gauge the emotional state of others and to influence opinions Caudron and Goleman cited in Guillen and Treacy (2011). It has a combination of personal and social competencies and under these competencies there are four key dimensions namely; self-awareness, self-management, social –awareness and relationship management. Therefore, this model is considered as an aid to leadership development. According to Goleman, (2001) cited on Gayathri and Meenakshi (2013) the four branch model included:

- Self-Awareness: Emotional Self-awareness, Accurate Self-Assessment and Self-Confidence.
- Self-Management: Self-Control, Trustworthiness, Conscientiousness, Adaptability, Achievement Drive and Initiative.
- Social Awareness: Empathy, and Organizational Awareness.
- Relationship Management: Developing Others, Influence, Conflict Management, Leadership, Change Catalyst, Building Bonds, Teamwork and Collaboration.



Source: Daniel Goleman, (2002) Conceptual Model of Emotional Intelligence

Leaders having these competencies and skills enable the organizations to work on the development of emerging leaders; since social competencies helps to create strong bondage between leaders and followers. If there is relationship between leaders and followers, it enables the leaders to identify the existing capacities and gaps of the employees and helps to fill those gaps through coaching and mentoring. As a result, leaders would be in a position to plan and select their successors in case of emergencies. Since Goleman (1998) cited on Dadehbeigi, Shirmohammadi and Ershadi (2008), argued that EI is critical for successful leadership; many researchers have focused on the relationship between EI and leadership. The early studies exploring this relationship were mainly theoretical. As George (2000) and Prati et al. (2003) cited on the same study, explains that moods and emotions play a central role in the leadership process, and EI contributes to effective leadership especially related with the employees of the organizations; they also discuss that EI presents a critically important competency for effective leadership and team performance in organizations today. As Hailey (2006) stated that, many effective leaders exhibit high levels of social-awareness,

are skilled of social-management, are socially aware and are well able to manage a varied range of relationships. On the other hand Barling, Slater, and Kelloway (2000), Palmer et al. (2001), Higgs and Aitken (2003) and George (2000) cited in Dadehbeigi, Shirmohammadi and Ershadi (2008), argued that EI has the potential to contribute to leadership effectiveness in various ways and the supportive behavior of leaders have a positive effect on the performance and success of the followers. Moreover, the application of EI in work has got more acceptances in different sectors especially in NGOs.

EI is a multidimensional concept that contains numerous abilities and skills (Mayer & Salovey, 1997) cited in Kafetsios, Nezlek and Vassiou (2011). Moreover as Prati et al. (2003) cited in Dadehbeigi, Shirmohammadi and Ershadi (2008) , noted that as EI is the ability to read and understand others in work place, to perceive the feeling of emotional responses and to apply such knowledge to influence others through emotional directive and control; it exemplifies analytically significant competency for effective leadership and team performance. EI is also attested to the achievement of organizational goals and it is become very important. It is also likely to decrease the dysfunctional resistance along the system of the organization (Carmichael and Sytch, 2005).

The relationship between leaders and successors would appear reasonable in a condition of employees with high emotional intelligence are possible to be pleased with their work, their satisfaction in turn can lead to job permanence (Wolf and Kim, 2013). Leaders' emotions and emotional competencies including recognition of followers, influencing and developing others and also coaching can influence subordinates' emotion, emotional regulation, and motivation (Kafetsios, Nezlek and Vassiou 2011). EI can support leaders produce and uphold follower confidence, cooperation, and trust George, (2000) cited in Walter, Cole, and Humphrey, 2011); supporting and coaching teams in case of uncertainty, misunderstanding, and conflict (Humphrey (2006); Pescosolido, (2002); and provide inspiration and a sense of connotation, identity, and commitment to followers (Prati, Douglas, Ferris, Ammeter, & Buckley, (2003) cited in the same book. Prati et al. (2003) and Wong and Law (2002) cited in Dadehbeigi, Shirmohammadi and Ershadi (2008) noted that, EI is an essential competency for team performance and empowerment of the followers in

today's organizations. According to George (2000) as cited in Jensen et al. (2007), since EI is linked with an improved capability to use constructive emotions by correctly noticing how subordinates feel and also understanding their needs, then high EI leaders can influence these subordinates to support the goals of the leader and the organization. Moreover, Goleman cited in (Hailey, 2006) effective leaders demonstrate high levels of 'emotional intelligence', and their enactment is determined by their emotional maturity and ability to call upon their emotional intelligence. In this regard, social management during disaster situation is an important skill that the leaders must develop in order to foster and ensure social management; since EI permit leaders to truly know and understand what individual workers and the work group are feeling and experiencing. Besides, social sensitivity, which is a mixture of effective listening and ability to decode and understand social situations, seems to be critically important for a leader's success. In the social competency skill of EI, it is critical to assess the performance of the subordinates in order to prepare them as future successors. Through identifying and executing the most effective strategies, emotional intelligence individuals should influence others and emerge as leaders as a result (Côté, et al., 2010). In this case, through targeted training intervention, relying on accurate assessment, coaching, mentoring and constructive feedback, and the performance of the successors through social skills of leaders can be improved (Riggio and Reichard, 2008).

The EI of an individual can be measured using its own tool called The Emotional and Social Competence Inventory (ESCI). It is a 72 item self-report measure that evaluates 12 competencies organized into four categories these include; Self-Awareness, Self-Management, Social Awareness, and Social management. In this assessment there are questions that can be completed by a manager, peers, and subordinates (Jensen et al., 2007). To get a better result in this regard, the utilization of 360 degree measurement tools, self-reported EI and perceived leadership is very critical to measure the emotional intelligence of a leader. Likewise, 360 degree is a best tool that can help leaders understand how peers, direct reports, beneficiaries, and senior management perceive their leadership in action (Wilkins, Snell and Thomas, 2012).

2.2.2. Competencies and the Changing Role of Leadership

Competencies are skills that are capable of being learned through training. In the contemporary world competency considered as Self-Awareness, Social-Awareness, Self-Management, and Social Skills. These competencies offer the potential for developing people to be an effective leader (Jensen et al., 2007). On the other hand Gruban (2003) again cited in Pagon, Banutai and Bizjak (2008) explains that competencies as the ability to utilize knowledge and other capabilities, which is important for effective and efficient achievement of a desired task. It incorporates facts, proficiency, skills, personal and behavioral characteristics, capabilities, beliefs, motives and values. In general, competency can be assumed as the ability of an individual to motivate, practice and link the acquired knowledge in the complex, varied and volatile situations (Perrenoud, (1997), in Svetlik, (2005) cited in the same book.

Competency models are the advanced model, which emphasis on the individual in the position and how they accomplish, instead of on the job description which pronounces the work being done (Tilbury, 2012). Likewise Gruban (2003) cited in Abbas and Asghar (2010) highlighted that the crucial role of leadership competencies in order to bring successful organizational change and they also proved that competent leaders are more effective in managing organizational change. Besides, competencies for successful organizational change, visionary leadership with innovative approach is a must (Gesell, 2010) cited in the same book. Moreover according to (Trinka, (2004); cited in Thach et al. (2007); Spencer and Spencer (1993); Employer's Organization (2004); Guggenheimer and Szule (1998); cited in Pagon, Banutai and Bizjak (2008) describe competencies as developing others, result-orientation, change management, interpersonal skills, problem-solving, decision making, political perception, visionary, team leadership, influence skills, conflict management, social responsibility, depending on the culture of the organization and innovation.

The competencies of the leaders on the higher position also accomplished interest among researchers. According to the researchers, the competencies of emotional maturity, self-confidence, inquisitiveness, empathy and intuitiveness are expected of those leaders as well

as being energetic, persistent, flexible, versatile, honest, ethical, credible and passion Goleman, (1998, 2000), Hambrick et al.(2005) cited in Rafanaviciene, Pundziene and Turauskas (2009).

In addition to these, leaders are visionary by their nature and for the continuity of their vision; they cultivate emerging leaders in the form of succession plan. Since they are a model for others, they believe in equality and want to share as well as communicate the power and authority devotedly. This helps them to avoid the imbalance structure of sharing power between men and women. Overall, competency can be understood as cognitive, functional and social abilities and skills that can be considered applicable for the whole in an efficient way. In this regard, leaders play a main role in setting an example for all those values, behaviors and considerations expected from employees (Pagon, Banutai and Bizjak, 2008). Recognizing individual skills, competencies, strengths and weaknesses can provide valuable talent intelligence for determining what proportion will be developed internally through leadership development programs and what proportion of future leaders will come from outside the organization through new hires (Wilkins, Snell and Thomas, 2012). The expansion of the competency approach is somewhat the result of the developing interest among organizations as to how to fascinate skilled manpower and how best to identify and recruit an emerging leaders (Hunt and Fitzgerald, 2013). Therefore, NGOs lean towards the focus of competencies for instance effectiveness and successor development (Pagon, Banutai and Bizjak, 2008).

2.2.3. Enhancing Emerging Leaders for Tomorrow's Workforce

Successful organizations always scan their internal environment and are constantly reviewing the capabilities and development need at all leadership levels. The course of developing emerging leaders usually starts with a frontline leadership role. This leadership position is where an individual makes the tough transition from contributor to leader (Wilkins, Snell and Thomas, 2012). Different researchers confirmed the relationship between emotional intelligence and emerging leadership; they proven that it has a contribution to the leadership field and its role on bringing new blood to the leadership

position. Evidence suggests that EI has prospective to support researchers more understand emerging leaders, their behavior and effectiveness (Walter, Cole, and Humphrey, 2011). George, (2000); Wolff et al.(2002) cited in Côté, et al. (2010) highlighted that EI has become more important in the contemporary world and it allows to influence the emerging leaders by identifying, understanding and addressing their unstated needs. Moreover, a leader who properly identify and recognize the emotion of emerging leaders, should more comprehend subordinates' problems, wants and as result articulate more successful emotional response Caruso, Mayer, & Salovey, (2002) cited in Walter, Cole, and Humphrey (2011).

Building the critical talent pipeline of emerging leaders is one of the most important questions for developing versus purchase. To make the decision in this regard, it needs to really know and understand the talent already on the team by thoroughly apprehending that information in vigorous talent profiles (Wilkins, Snell and Thomas, 2012). Emotional Intelligence uses as a leading ~~moderating~~ factor" that helps managers to properly assess internal and external incidents and subsequently take the most appropriate actions that can be applying in the organization (Carmichael and Sytch, 2005).While organizations determine their leadership needs, pools of emerging leaders may be cultivated from both inside and outside of an organization. Matching the needs of the organization with the needed talent will require some capability through talent acquisition and building, or developing other leaders from within the workforce (Wilkins, Snell and Thomas, 2012).

Ingraham (2006) cited in Tilbury (2012) interrogates that ~~Is~~ "the organization best served by growing leaders developing internal candidates for leadership positions or by bringing new leaders from outside the organization". Both have their own advantage. Inviting leaders from outside brings ~~new~~ ideas, different leadership experiences, and fresh approaches"; on the other hand, emerging leaders from inside of the organization encompasses developing skills and experiences in the employee that will benefit the organization regardless of whether or not they are promoted to a more senior position. There are a lot of advantages in developing emerging leaders internally. One of the key advantages of developing leaders internally is that they achieve productivity almost 50 percent faster than external candidates.

This is particularly true for organizations in which knowledge of the internal systems and structures are required to get the job done. In addition, leaders promoted from within may enjoy higher esteem from their fellow employees. By identifying key competencies and experiences, needed future leaders can be cultivated and nurtured. Giving attention on succession planning as one of the key pillars to a successful successor development strategy can guarantee a steady talent pipeline for executive, management and other key leadership roles within the organization (Wilkins, Snell and Thomas, 2012).

Similarly (Ingraham, 2006) the insider versus outsider choice was further developed in an article by Santora, Caro, and Sarros (2007) cited in the same book describe that in the NGO sector: “insiders have a more intimate knowledge of their organization and how it operates, while conventional wisdom suggests that outsiders are viewed as change agents.” They further explained that according to the survey conducted by them more of the NGOs are inclined to prefer leaders in a higher position from outsiders instead of providing a chance for internal successors (Tilbury, 2012). On the other hand, according to the national and regional research conducted by Deitrick and Creagor (2005) cited in Tilbury (2012) “62 to 78% of nonprofit executive directors will be leaving their positions in the next five years”, and that the “transition will occur as baby boomers begin to retire”. In order to fill this gap, the NGOs must identify, attract, fill, and retain emerging leaders; the existing leaders must focus on leadership development, career and succession planning. Regrettably, organizations are not doing this very well today (Wilkins, Snell and Thomas, 2012). As Reille and Kezar (2002) cited in Tilbury (2012) describe that “future leaders need to learn from senior and prepare to replace them upon retirement”.

According to Santora (2010) cited in Tilbury (2012) the strategies that are used to develop emerging leaders include leadership development seminars, post graduate courses, coaching, mentoring and training programs would be a crucial that helps to advance the skill of the potential candidates. Again, Hills (2009) cited in the same book also suggests that leadership development can be achieved through “formal education, coaching and experience” and Santora (2004) agrees with the experience component, stating that the best way for an individual to learn is by doing. Similarly, Reille and Kezar (2010) identified

three types of leadership development solutions includes –university based graduate degrees, short-term leadership programs such as institutes and seminars, college based in-house and leadership development programs.” While a leaders having social competencies can see and identify emerging leaders within the organization. Social competencies skills help leaders to recognize the existing talent and capabilities in the organization; this benefits them to develop succession plan and select emerging leaders from within. In general, in order to develop emerging leaders, leadership needs to develop the essence of empathy so as to foster relationship among followers.

2.2.4. The Emergence of Empathy in the Leadership Debate

–To lead successfully, a person must demonstrate two active, essential, interrelated traits: expertise and empathy” Pagonis cited in (Garner, 2009). Garner also describes humans aspiration is helpful relationships and empathy is the ground that forms trusting relationships and believes in equality. He defined empathy as an entry into the private perceptual world of the other and becoming thoroughly at home in it. He further describes empathy is also incorporates recognizing another’s feelings and most scholars believe that it is the only most important quality in developing human relationships, and most consider it as a learned skill. It is the ability to explain one’s own emotions maturely, and it signifies a complex skill that differs among individuals. Again it helps develop constructive relationships and improve problem-solving and decision-making abilities as well as in a position to fulfill personal and organizational goals. The core characteristic of empathy is the devotion of a leader to his/her followers and the desire to assist them professionally and personally. Therefore, leadership needs to foster the climate of empathy and enhances individual relationships and trust, and thus strengthens the organization. Thus, Martinuzzi again cited in this book notes that “Empathy is the emotional muscle that gets stronger as you use it.” Empathy is not pity, compassion, or sympathy; instead a developed skill that builds trust, improves communication, and fosters relationships within and outside of the organizations. (Garner, 2009). Kellett, Humphrey, & Sleeth, (2006); Wolff, Pescosolido, & Druskat, (2002) cited in Kafetsios, Nezlek and Vassiou (2011) argued that, empathy is an essential skill of EI for the developing of followers and effective leadership practices.

Different scholars in different studies described that the relationship between effective leadership and EI since both are involved in empathy and the development of emerging leaders. Moreover, the model of Bar-On's 1997 'social responsibility' and Goleman's 1995 empathic awareness clearly explained empathy as an interpersonal skill and an essential point in recognizing emotions of others (Jensen et al., 2007).

Empathy while properly applied in the organization brings employee satisfaction and facilitates the trust of leader-subordinate relationships. It is also creating bonds and communication channels among leaders and followers. Emotionally intelligent leaders will improve vertical information flows within an organization by effectively governing the emotional aspect of interaction. They also hold greater sensitivity in applying different motivational and encouragement methods as well as creating positive imbalance between employees' personal and organizational benefits for the continuation of the organization. EI is also categorized as a "developmental category" (Carmichael and Sytch, 2005). Leaders who have a skill of empathy with organizational awareness develop strong positive relationship with the followers and this relationship helps the leaders to identify the need of the organization and the capacity of the follower. Therefore, recognizing the requirement of the organization and the available talent will lead the leaders to develop succession plan. As defined by Garner (2009), the concept of empathy believes in equality; therefore, in their succession plan and development of emerging leaders, the leaders would incorporate the representation of both men and women leaders in equal terms. Since EI is considered as a development category, leaders need to bring a paradigm shift in order to apply the skill of empathy so as to build credulous relationship with successors. In this regard, Emotionally Intelligent leaders envisioning as change initiator and leading the organization in a new direction.

2.2.5. Leadership as a Change Catalyst

Most scholars and researchers affirmed that for the long term success, the continuation of vision and sustainability, organizations have to be willing and need to adopt changes ; as a subsequent new bloods would be attracted and get more attention. To compete with these ever changing complexities, organizations are expected to manage changes within the

organization. Therefore, EI plays a key role in supporting the leaders and employees to survive with this dynamic change in the environment. Emotional intelligence can be applied such as personnel selection, development of employees, teams and the organization. The organizations must coach their employees in developing their interpersonal skills and coach them to perform effectively on the job with other employees in the organization (Bar-On, Maree and Elias, 2007). Again, to be successful, organizations need to develop employees' emotional intelligence skills to work effectively in the organization. (Bob Wall, 2008) cited in Kulkarni, Janakiram and Kumar (2009). EI has been considered an essential paradigm that can be indicating new intuition in order to have better understanding on how to achieve good leadership in existing organizational settings Ashkanasy & Dasborough (2003); Gardner & Stough (2002) cited in Hunt and Fitzgerald (2013).

Bosten cited in Abbas and Asghar (2010) also assure that for the long term success and survival of the organization, organizational change is very crucial therefore, leaders need to play a key role in this regard. To achieve the desired results, leaders must focus on the practice of modeling the way, challenging the process, inspiring a shared vision, enabling emerging leaders to act and encouraging them to take responsibilities Kouzes and Posner (2007) cited in Allen, Shankman and Miguel (2012). Kennedy (2000), Senior and Fleming (2006) cited in Abbas and Asghar (2010) again stated that since leaders are changing agents, they need to give more emphasis to bring effective change for organizations. Thus, it is rational to set the potentials of key employees in order to implement successful changes and being a successor for a leader position (Pagon, Banutai and Bizjak, 2008).

It is evident that organizational changes always face resistance and the capacity of the leaders are assured while they are managing and passing those challenges and bringing the expected changes (Abbas and Asghar, 2010). The leaders need to communicate the vision for emerging leaders; the change that is planned to be brought in the organization should be passed with this vision. Therefore, while talking about organizations, leadership and its role are the most concerning issue in managing organizations and organizational change Kotter, (1995) cited in Abbas and Asghar (2010).

2.2.6. Synthesizing the Feature of Social Competency Skills

Mentoring and coaching are one of the tasks that are expected from leaders who have social competencies. It helps the organization to develop the future leaders those will be responsible for the continuity of its vision. To prepare a pool of candidates who are ready to take leadership responsibility, identifying the skilled employee would be the first task for leadership and combining them with senior experienced mentors in order to transfer the needed skill in the form of leadership in action. In the course of mentoring, a mentor transfers years of learning and experiences to his/her mentees. It helps the mentees promptly learn practical leadership skills that otherwise would take them many years to learn. It also helps the mentee learn the organization's internal culture as well as how it interrelates with its external stakeholders (Malhotra, 2011). Mentoring can be observed as a continuing relationship in which a senior leader coaches the professional and personal development of emerging leaders acquires the skills necessary for the next generation of leadership. It is also considered as a collaborative exertion to better recognize the difficulties and constraints the coachee is subjected to, whereas exploring new possibilities. To assist leadership coach and coachee in discussing the observed gaps, a coach may use multiple feedback assessments to help prospective leaders understand their strengths and weakness while also experiencing personal growth by bringing out emotions (Vries and Korotov, 2010). In the process of coaching, the coach and coachee have to be work in a collaborative manner and discharge their responsibilities in team settings.

As a team and a collaboration effort, leadership is a collective task based on shared decision-making and delegated authority. Leadership is therefore a social process in which everyone is engaged as a team. As such leadership development should be seen as an investment in building human capital and developing the collective capacity (Apostu, 2013). In this team collaboration, the leaders have to lead by example and inspire their followers in order to achieve the desired tasks.

Inspirational leaders articulate a vision that is based on intensely alleged ideological values that cause people to become eager and to identify with the vision Conger & Kanungo (1998); Shamir, House, & Arthur, (1993). The ability to inspire is considered fundamental to

establishing a high degree of follower confidence, inherent motivation, and trust and admiration in the leader (Conger & Kanungo (1998); Shamir et al. (1993)). According to leadership theorists, inspirational leaders are able to have these effects on followers and organizations as a whole primarily because of their visionary communication abilities Conger & Kanungo (1998); Shamir et al. (1993) cited in Waldman, Balthazard and Peterson (2011). In the contemporary leadership fields, what is becoming increasingly clear is that the key to successful leadership today is influence, not authority (Hesselbein, Goldsmith et al. (1996). Currently, hierarchies are outdated and leave the place to influencing skills in a leadership practice. Present-day leaders don't force people to follow instead they invite people on a journey (Vries and Korotov, 2010). They further noted that, in the leadership journey, the leaders are expected to understand the internal and external environments of the organization and be aware of the leadership talents of their successors. Moreover, leaders who have social competencies are expected to manage conflicts that may arise due to different reasons among their followers.

Conflict can happen due to various reasons that create tensions due to incompatibility of cognitions or emotions within individuals or between individuals. Leaders need to understand what is entailed in conflict management and need high conflict competence to be able to solve in the organization. There are a lot of conflict solving strategies that are applicable for leaders. These include; smoothing, compromising, forcing, withdrawal and problem solving. Moreover, leaders need negotiation and mediation skills when conflict situations arise (Msila, 2012). Leaders have to be creative and bring innovative ideas in order to solve and manage conflicts.

While leaders are innovative, they may design a sustainable and successful organizational strategy for a desirable future for their organization. Innovative approaches of leaders can be described as it is decided and act in a new way, it promotes the successful application of new ideas and concepts within the organization and motivating the emerging leaders to bring new ideas and change it in to the reality Abbas and Asghar (2010).

2.3. Conceptual Linkages of the Data Results and Literature Review

An examination of the reported findings from each of the journal articles has enabled the researcher to classify these studies in to three distinct groups according to whether they provide evidence to support concerning the strength of the relationship between Emotional Intelligence with developing emerging leaders, workout on the succession plan and enable the ground for fostering emerging leaders. The first group consists of three empirical research studies providing evidence that emotional intelligence is positively related to developing emerging leaders. These studies are presented in table 1 under group one, together with their salient features; sample size and type, research instruments used, and key findings reported.

The second group of studies consists of 2 publications found under group two. That supports the importance of succession plan in organizations. The third group of the studies is consisted on two journals under group 3 that support the use of emotional intelligence to create conducive environment for fostering emerging leaders.

In this regard, the similarities of the collected literatures with this current study lies on the practicality of EI on developing emerging leaders and its differences lies on methodological application.

Most of the literature under table 1 argued that, the development of relationships between leaders and followers as well as among team members is critical to leader and managerial effectiveness. In fact, they strongly noted that giving greater attention to the development of relationship-building skills in managers would enhance leadership development efforts of the subordinates. They also found out that the ability to “read” others’ emotions makes sense. It is noted that social awareness is at the core of leader “empathy” and is likely critical to the building of effective leader-member relations. Alike the current study, this literature underlined the competencies of a leader having social awareness and relationship management are related to effectiveness in striving on emerging leaders and their effectiveness. All agreed that, on the impact of emotional intelligence on performance level, job satisfaction; if it is the case, it reduce retention rate; and developing emerging leaders.

When it comes to the difference of the current study and the collected literature is that first on a comparison of the sample sizes used in this study and the others shows some important differences. The sample size is important to both the rigor of the analysis and the generalizability of the results. This is particularly important in quantitative studies seeking to establish correlations between items under investigation, with larger data-sets normally providing higher levels of statistical power Charter, 1999 cited in Harms and Crede (2010).

The second differences are that the data gathering approach indicates an important methodological difference. Third point is that the nature of the data source (same-source or multi-source data). The nature of the data-source: Studies that rely solely on same-source data to test relationships and establish correlations are susceptible to common method bias, particularly when the data are gathered from the same source at the same time using the same measurement technique (Podsakoff, MacKenzie & Lee, 2003 cited in Harms and Crede (2010). As they further explained, this is to say that a form of self-report bias can emerge from same-source data when respondents unconsciously attempt to maintain a degree of consistency in their responses across items. This has a tendency to produce relationships that may not otherwise exist. As noted earlier, the majority of studies in table 1 employ same-source of data as the basis of their analysis. By contrast, the use of multi-source data of the current study is aimed at testing the relationship between EI and developing emerging leaders. In particular, same-source data sets are known to have a tendency to limit the generalizability of the findings and produce artificially inflated correlations. This is apparently resulted methodological limitations. The fourth concerns are that the research instruments used.

In the case of sample size, the current study has used small sample size. As depicted in the table, the majority of studies in table 1 employ same-source data. However, in this study the nature of data sources is multi source. Unlike others except one, the current study has used the research instrument of the Emotional Intelligence Model of Daniel Goleman based on the Emotional Assessment of 360 Degree. But the rest has used self-reported mechanisms. In the case of succession plan, this study gives emphasis not only the succession of an Executive Director, but also the key leadership positions in the studied organizations.

Table 1: Published papers providing empirical support for the relationship between Emotional Intelligence, and Developing Emerging women Leaders

Group 1	
1.	Ronald E. Riggio and Rebecca J. Reichard (2008): The Emotional and Social Intelligences of Effective Leadership: An Emotional and Social Skill Approach • Performance-based measures of emotional skill include instruments such as the Profile of Nonverbal Sensitivity (PONS; Rosenthal et al., 1979), the Brief Affect Recognition • Test (BART; Ekman and Friesen, 1974), and the Diagnostic Analysis of Nonverbal Accuracy (DANVA; Nowicki and Duke, 1994, 2001) Instrument: performance-based and self-report measures Samples: General population and clinical Groups Findings: Leader social competencies are associated with developing emerging leaders and upward leader career progression and also leadership success. • Emotional Intelligence is an important component for leaders' development.
2.	John Benson, Drea Zigarmi and Kim Nimon (2012) Manager's Emotional Intelligence, Their Perceived Use of Directive and Supportive Leader Behaviors and Resultant Employee Satisfaction. • Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) Instrument: Leader Action Profile (LAP) assessment Sample: A total of 109 managers, and 525 direct-report employees from hotel industry Findings: The study supports the notion that emotional intelligence is not significantly related to Directive Behaviors but is significantly related to Supportive Behaviors. • Several of the Supportive Behaviors correlated significantly with emotional intelligence measures and the total Supportive Behavior scores were found to be significantly related to emotional intelligence measures The results of this study imply that managers with higher emotional intelligence are more likely to engage in supportive behaviors for developing others than managers with lower emotional intelligence
3.	Stéphane Côté , Paulo N. Lopes , Peter Salovey and Christopher T.H. Miners (2010) Emotional intelligence and leadership emergence in small groups. • Emotional intelligence — ability tests. The 141-item Mayer–Salovey–Caruso Emotional Intelligence Test (MSCEIT V2.0; Mayer et al., 2002), • Emotional intelligence — self-report scale. The 33-item self-report emotional intelligence scale developed by Schutte et al. (1998). • Leadership emergence. With peer-ratings, using five items from the Conger–Kanungo • Leadership scale (Conger & Kanungo, 1994; Conger, Kanungo, & Menon, 2000). • Big Five personality traits (Goldberg, 1993; McCrae & Costa, 1987). Instrument : an ability test and a self-report scale Sample: 138 undergraduate students in a commerce program enrolled in an organizational behavior course Findings: Leaders with higher overall emotional intelligence exhibited more leadership emergence than their peers during a group project. • Overall emotional intelligence and the abilities to perceive and understand emotions, measured with the ability test, were significantly and positively correlated with developing emerging leaders.

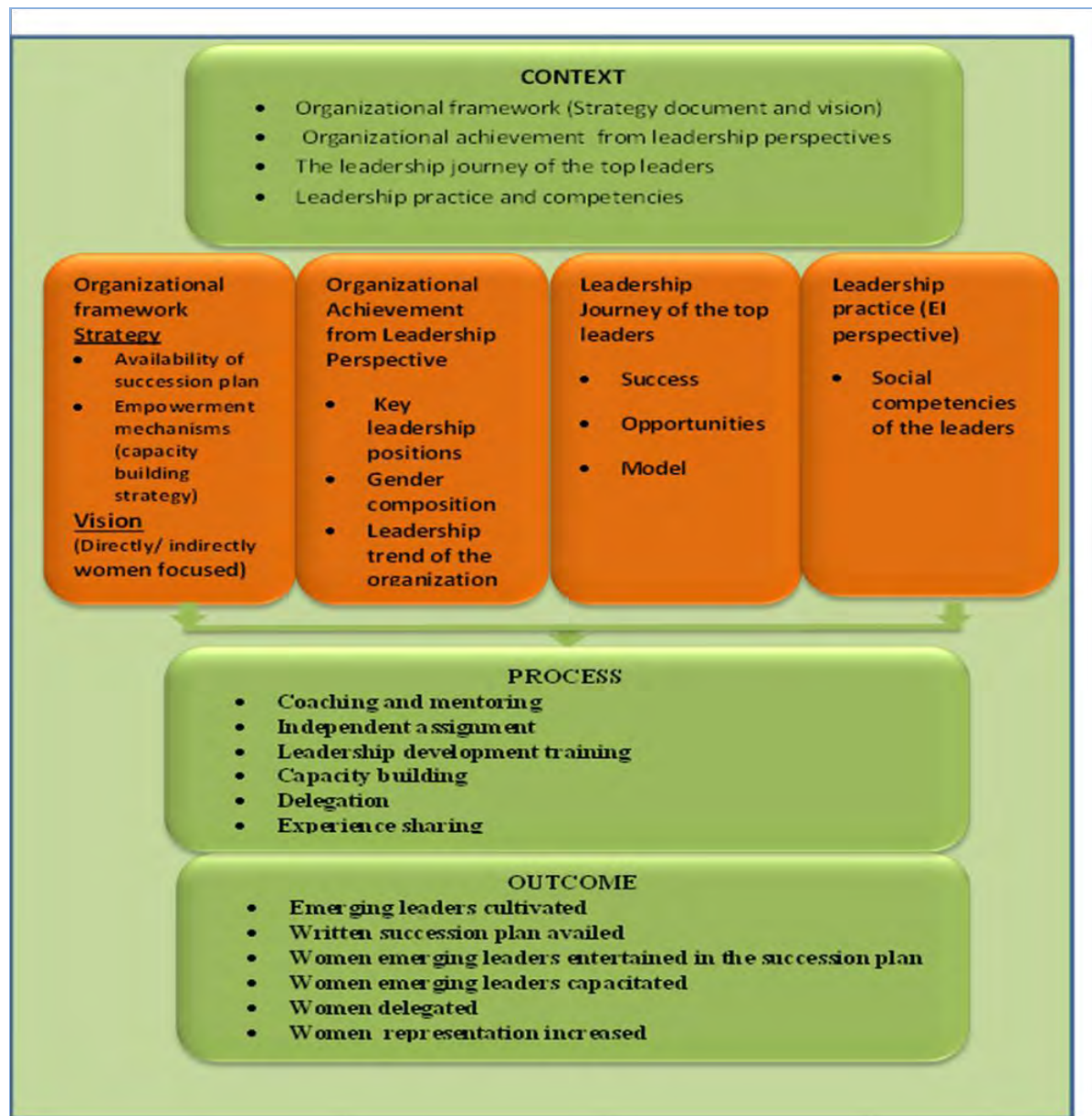
Group 2	
4.	Hameed Al-Tae & Dina Fadhil Jihad Alwaely (2012): Examining the Relationships Among Human Resources Roles, • LISREL Analysis (Linear Structure Model Analysis) • Professional Competencies and Emotional Intelligence (An Empirical Study) Instrument : Questionnaire Sample: 122 Senior Managers in five Stars Hotels in Amman Finding: The significant of EI competencies for succession planning and human performance improvement.
5.	Shani Kuna and Gil Bozer, (Monash)(2013): Israeli Perspective on Nonprofit Executive Succession Planning • 64-item questionnaire (spanning a range of issues from governance structures and operating strategies of participating organizations to the leadership development practices for staff in those organizations) developed by Santora et al. (2009). Included five-point Likert scale questions, yes-no questions, and open-ended questions. Instrument: Survey Samples: 72 Executive Directors. Findings: Despite the increased attention given to succession by scholars and practitioners a key to continuity of organizational activity, nonprofits do not plan for executive succession
Group 3	
6.	Praveen M.Kulkarni, B. Janakiram and D.N.S. Kumar (2009) Emotional Intelligence and Employee Performance as an Indicator for Promotion • The emotional intelligence model of Daniel Goleman. Instrument: survey method using structured questionnaire on emotional intelligence and the employee performance appraisal. The performance appraisal is in the format of 360 degree appraisal Sample: 125 managers and supervisors from dealer organization Finding: the study indicate that emotional intelligence has an impact on the performance level of the managers and supervisors.
7.	Konstantinos Kafetsios, John B. Nezlek and Aikaterini Vassiou (2011): Journal of Applied Social Psychology. • General Index of Job Satisfaction (Brayfield & Rothe, 1951) The scale includes 18 items • The self-report WLEIS (Wong & Law, 2002, (Kafetsios & Zampetakis, 2008). The scale includes 16 items and has four subscales corresponding to the four components of EI, SEA, AOE, UOE, and ROE. Instrument: Self report Sample: Participants were 33 school directors/supervisors and 179 teachers (i.e., subordinates; from schools in secondary and primary education. Findings: leaders' use of emotion was positively related to subordinates' work emotionality and attitudes, whereas leaders' emotion regulation and self -emotion appraisal were negatively related to subordinates' emotion and work attitudes. Leaders' and subordinates' own EI was positively related to their own work emotionality and job satisfaction

Source: Author's Own Summary (March 2015)

2.4. Analytical Framework

The analytical process proposed in the framework broadly follows the four stages outlined in Figure 1 below.

Figure 1 Analytical Framework



Source: Author's Own Sketch (March 2015)

CHAPTER THREE

THE STUDY AREA AND RESEARCH METHODOLOGY

3.1. Background of the Study Area

Local NGOs have begun to appear around 1960, when neither the various self-help groups found in all levels of Ethiopian society nor the government was able to meet the growing demands of the population. While the country faced major developmental needs that will require the best efforts of a comprehensive partnership of effective players, the role of NGOs shifted from relief to developmental activities. NGOs have begun in a small way to help fill the perceived gaps and mobilize citizens' involvement in ways that the government could not. Consequently, the capacity to work collaboratively on a common agenda expanded. Thus, NGOs have increasingly been dignified contributors to that partnership.

By 1995, the government of Ethiopia provided Guidelines for NGO operations to classify groups and provided guidance on the priority areas for NGO programming. The areas designated were broad and included agriculture, environment, education, health, women's empowerment, infrastructure, and the like (Clark, 2000). In 2009, the Charities and Societies Proclamation (CSP) adopted radical changes in the sector. The new law classified Ethiopian Civil Society Organization (CSO) into charities and societies. Based on their source of income, composition of members and place of registration, the law further classified the organizations into Ethiopian Residents' and Foreign Charities and Societies (Kumlachew and Debebe, 2012). The law also established the Charities and Societies Agency (ChSA) with a broad power to regulate the sector. However, this thesis only focused on Ethiopian Resident Charities and their consortiums. Therefore, six NGOs categorized under the Ethiopian Resident Charities were selected as sample representatives for this study.

3.1.1. Mothers and Children Multisectoral Development Organization (MCMDO)

MCMDO is an Ethiopian Resident Charities established in 1997 and reregistered with the new ChSA proclamation in 2009. MCMDO was established with the vision to see mothers and children of Ethiopia living in decent conditions in a safe and healthy environment. The organization is engaged in eight thematic areas under development as well as emergency works. Each of them mainly addresses the needs of women and children which help the organization to fulfil its mission. These areas are: Health, Education, Women Economic Empowerment, Water Sanitation and Hygiene, Skill Training, Urban Agriculture and Environmental Protection, Community and Family Support under the development program and Emergency Response Program under the humanitarian response activity. The intervention areas include Addis Ababa City Administration, Benishangul Gumz, Oromya, Gambella, Somali National Regional States and SNNPR.

Presently, MCMDO has 97 staffs and is mainly managed by the Board of Directors which directly reports to the General Assembly and represented by male leader. Moreover, the organization is currently executing its third 5 years strategic plan that would help the organization to move forward strategically in order to accomplish its organizational activities.

3.1.2. Organization for Women in Self Employment (WISE)

WISE is an Ethiopian Resident Charities established in 1997 and reregistered with the new ChSA proclamation in 2009. WISE was established with the vision of envisioning a nation where absolute poverty is eradicated and women are economically empowered. WISE is engaged in three thematic areas which include organizing and building capacity of target members' institutions, training and development and access to financial services. The geographic coverage of the organization includes Addis Ababa City Administration directly and different parts of the country through other development organizations indirectly. WISE is mainly managed by the Board of Directors which directly reports to the General Assembly and represented by female leader. There are 120 staffs. WISE is currently executing its third 5 years strategic plan.

3.1.3. Mission for Community Development Program (MCDP)

MCDP is an Ethiopian Resident Charities established in 1998 and reregistered with the new ChSA proclamation in 2009. MCDP was established with the vision of seeing empowered and self-reliant society.

The programmatic area of MCDP include child labor and child trafficking, self-help group approach for development, livelihood program (hand woven textile value chain project), village savings and lending associations, community based child sponsorship and saving and credit scheme. MCDP is operational in Addis Ababa City Administration, Oromia National Regional States and SNNPR.

MCDP is mainly managed by the Board of Directors which directly reports to the General Assembly and represented by female leader. Currently MCDP has 106 staffs and is executing its second 5 years strategic plan and on the way to prepare the third one.

3.1.4. Redeem the Generation (RTG)

Redeem the Generation (RTG) is a non-profit making non-governmental organization that operates regardless of political, religious, racial and linguistic considerations. The rationale behind establishing RTG is directly related to a great deal of irresponsible life that the young generation is leading. The organization, which was formed in 2001, had legally established memorandum of association, board of directors and management body. Its vision includes a world where everybody's (especially children's and youth's) potential is understood and released to contribute in the reduction of poverty and fight against HIV/AIDS for a better and quality of life in the posterity.

RTG is engaged in four thematic areas namely; Youth Empowerment, Care and Support for orphan & vulnerable children, Community Empowerment and Capacity Building. The

organization is operational in Addis Ababa City Administration, Oromia National Regional State, and Afar National Regional State.

RTG is mainly managed by the Board of Directors which directly reports to the General Assembly and represented by male leader. There are 52 staff members who have adequate experience in dealing with issues pertaining to HIV/AIDS, and poverty reduction. RTG is currently executing its first 5 years strategic plan. Under the Executive Director are Finance and Administration Office and Program divisions.

3.1.5. Organization for Child Development and Transformation (CHADET)

CHADET formerly known as Children Aid Ethiopia was established in 1995. It is an indigenous non-governmental organization that works to improve the lives of children found under difficult circumstances including orphans, street and working children, and children exposed to or at risk of sexual exploitation and abuse.

CHADET is administered by the General Assembly and Board of Directors. The programs and daily activities are the responsibilities of the secretariat, which is led by the Managing Director. CHADET was established with the vision to see a society in which the needs of children are fulfilled.

CHADET is engaged in five thematic areas including; Prevention of Child abuse, Neglect and Sexual Exploitation, Health, Education, Capacity Enhancement for Children and Community and Research, Networking and Public Education. To undertake all these programs successfully, CHADET has 160 staffs. CHADET is currently executing its fourth 5 years strategic plan.

3.1.6. Family Guidance Association of Ethiopia (FGAE)

FGAE is a volunteer based, Ethiopian Resident Charity organization committed to enable undeserved and vulnerable population, with particular focus on adolescents and youth to enjoy sexual and reproductive health (SRH). The association focuses on ensuring access, choices and catalyzing the provision of integrated, comprehensive, quality, and gender

sensitive SRH programs and services. FGAE was established in 1966 as non-governmental and non-profit association to provide information, counseling and clinical services to families who voluntarily express their need and desire for spacing the birth of their children. FGAE is established with the vision of becoming a center of excellence on sexual and reproductive health/family planning SRH/FP in Africa by 2020. FGAE is operational in eight regions and two city administrations. The geographical positioning of FGAE include; Addis Ababa and Dire Dawa City Administrations, Oromia, Amhara, Tigray, Harare, Somali, and Afar National Regional States and SNPPR. The organization has opened 57 clinics in various parts of the country and managed 700 staffs. It has currently implemented the sixth strategic plan.

It has five thematic areas namely; Empowering adolescents and young people to effectively address their SRH rights, Improving access to SRH services among underserved rural and urban poor communities, HIV/AIDS prevention and promotion of the lives of people living with HIV (PLHIV) through community home based care and community capacity building endeavors. The organization also works on Safe motherhood and Safe Abortion services, RH Promotion for the elimination of gender based violence and SRH rights of the underserved and the marginalized through integrated, mutually reinforcing educational and service delivery approaches.

3.2. Methodology

The methodology used in this thesis is descriptive research. The main purpose of this descriptive research is to describe the state of affairs on women emerging leaders on the form of succession planning and NGOs performance as it is perceived and practiced. According to Odhiambo, Njanja and Zakayo (2014), descriptive study is undertaken to ascertain and describe the characteristics of the variables of interest in a situation.

In addition to descriptive method, comparative research method was also applied to compare the practice of leadership development for emerging women leaders, investigate the social competencies of the selected organization's leaders, assessed the availability of framework for succession plan as well as developing emerging leaders, the number of women in higher

position, the contributing factors for the low representation of women and NGOs contribution in this regard in general were described and analyzed. Moreover, possible way outs towards developing capable emerging women leaders and issues were described and analyzed.

The Emotional Intelligence Model (EI) was used as analytical lens in association with 360 Degree Assessment. This model helped the researcher to assess the social competencies of leaders in line with their commitment to cultivate women emerging leaders. EI describes one's innate ability to feel, use, understand and learn from its own emotions and those of others and of groups. According to Cherniss, (1999); Goleman, (2001), Ashkanasy & Daus, (2005) (cited in Allen, Shankman and Miguel, 2012) various researchers confirmed that those people who have higher EI are better performer at their assignments and successful in empowering emerging leaders. Moreover, the leadership competencies commonly associated with the ability of a leader to communicate vision or strategy, inspire teams, motivate individuals, and identify opportunities in order to develop emerging leaders.

3.2.1. Selection of the Study Organizations, Sampling Techniques and Sample Respondents

In the sampling process, multi-stage sampling techniques were used. In the first stage, the number of NGOs taken as a defining variable in clustering consortiums into some manageable size from which sample respondents were drawn. Currently, there are fifty three consortiums operated in the country. Therefore, the researcher has used purposive sampling and selected one of the oldest and the youngest consortiums for this study namely; Consortium of Christian Relief and Development Association (CCRDA) and Union of Ethiopian Women Charitable Association (UEWCA).

A number of criteria were considered while selecting CCRDA and UEWCA. CCRDA is the oldest and largest umbrella organization in Africa and has a long history on conglomerating various local and international organizations which have different missions and visions in addition to addressing women related issues. It was established in 1973 and the first consortium in order to represent the interests of different NGOs in Ethiopia. It was also

successful in influencing as well as representing the sector in the national policy matters. In the case of UEWCA, it is the youngest umbrella organization established in 2010. It is an association of NGOs which are implementing programs on women related activities, such as women empowerment and women in leadership. Thus, NGOs operated under these consortiums were selected as the sample organizations for this study. To make the sampling homogeneous, the researcher deployed similar sampling design for the studied organizations under both consortiums. There are 268 LNGOs under CCRDA and 45 organizations under UEWCA.

In the second stage to avoid double counting, the researcher identified the common NGOs who were under both consortiums. In this case 21 NGOs were identified and the researcher kept the organizations under UEWCA as it was and excluded them from CCRDA. Accordingly, the study organizations under CCRDA were 247. In the case of UEWCA, there are 45 organizations and all of them were selected as sample of this study. In the third stage, stratified sampling technique was deployed to cluster the organizations based on the type of establishment. Therefore, under CCRDA the 228 (92.31 percent) who are only Ethiopian Resident Charities were selected for this study.

To see the trend of their leadership journey and succession practice of the organizations, the time span of their existent was considered as a very important bench mark in selecting the representative organizations. Therefore, the organizations which were existent for 15 years and above were the focus of this study as a fourth stage. Accordingly, organizations established from 2001 and above were the sample of this study. In this case, out of 228 organizations under CCRDA the researcher was unable to find the year of establishment of 47 NGOs from the data base of the consortium. It was difficult to know their where about through their contact addresses thus making it difficult to get any information. Therefore, 129 NGOs which were established prior and in 2001; 24 (18.60 percent) women led and 105 (81.40 percent) men led organizations were selected. Under UEWCA there are 17 organizations established in 2001 and before; 13 (76.47 percent) women and 4 (23.53 percent) men led were selected.

At the fifth stage, the relationship between organizations having the direct or indirect women focused vision and their contribution in bringing women emerging leaders within the studied organizations were taken as a relevant indicator for this study. Therefore, organizations having direct women focused vision were selected from UEWCA and all of the 17 (76.47 percent women led and 23.53 percent men led) organizations were having direct women focused vision. In the case of CCRDA, the organizations are categorized into three; direct focused (only women specific), general indirect focused (indirectly address women issues) and specific Indirect focused (not at all addressing women issues). Accordingly, 61(47.29 percent) NGOs having the general indirect focuses were selected for this study. 52 (85.25 percent) led by men and 9 (14.75 percent) women led organizations.

In the sixth stage, purposive sampling technique was used based on pre-assessment conducted through desk reviews and gathering information from the consortiums as there are still other distinct variations among the NGOs in each consortium. Some of the most conspicuous variations include: the number of staff, the good will of the organizations, the size of the organizations; the larger and more complex an organization is, the more essential it is to have an effective succession plan (Sweeney, 2013) and organizations having better internet access.

In the seventh stage, the organizations that have strong leaders were selected with the recommendation of the consortiums. These leaders were well known and cited as a model for others through their leadership practices and ability in terms of their organizational performance. Moreover, they have a wide range of experiences and educational background in leadership positions as self-appointed and hired leaders, and who could understand and answer the items in the EIV 360 assessment. In other words, instead of a statistical sampling, the study uses theoretical sampling wherein participant selection is based on potential relevance to the study's research questions. Taking these issues into account, four NGOs (men and women led) were purposively selected from CCRDA and two organizations from UEWCA; this is because the number of NGOs under here is lower than CCRDA. Therefore, organizations having a long history on working directly or indirectly on women empowerment as well as other developmental activities namely WISE and MCMDO from

UEWCA and FGAE, RTG, MCDP and CHADET from CCRDA were the sample of this study.

This classification was considered to provide an interesting picture with regard to obtaining samples from the NGOs. In the eight stages, 8 respondents from each NGO a total of 48 respondents and 3 people from the consortiums were selected due to their position and responsibilities in the organizations as well as in the consortiums.

Therefore, six leaders of the selected organizations were selected using purposive sampling techniques, six board members from each organization and thirty six employees that are on the higher, middle as well as lower level positions were selected by the top leader of the study organizations from each organization as sample participants. The subordinates who were close to and supervised by the leaders and have first-hand information about the competencies of their leaders were selected. Purposive sampling technique is very important in order to obtain relevant respondents who can provide appropriate data about the existing practice. The Youth, Children and Women Affairs Forum Coordinator, Leadership Development and Capacity Building Team Leader from CCRDA and the Executive Director of UEWCA were selected using purposive sampling techniques. To see the overseeing mechanisms of government in terms of the representation of women in the leadership positions in the sector, it was planned to conduct key informant interview with Gender Mainstreaming Core Process Office of Women, Children and Youth Affairs Bureau (WCYA). However, the researcher was unable to conduct the key informant interview; this is because the respective person from the office informed that there is no such relationship between the two due to the new legislation of ChSA.

3.2.2. Data Collection Techniques

The study was based on both primary and secondary sources of data. This requires visits to organizations which was fundamental to the research viability. The techniques used to collect the quantitative and qualitative data were field work and library research. The quantitative data were collected through field work from EIV 360 assessment and semi

structured questionnaire and also the primary data were collected from key informant interview of the selected organizations and consortiums.

To explore the social competencies of the leaders in light with cultivating emerging women leaders, the leaders, board members and the subordinates of the studied organizations were assessed through EIV 360⁰ assessment. This is due to, asking leaders about their leadership have its own shortcomings. When a study on leadership effectiveness and competencies has followed the 360-degree assessment strategy, the outcome of the research would be more valid. The online administration of EIV 360 degree were computer scored and combined with other results in order to examine their effectiveness. Thus, this assessment was conducted through the leader's self-assessment plus assessments by board members and subordinates. In addition to the 360 degree assessment, key informant interview were conducted with leaders of the selected organization, YCWA forum Coordinator and LDCBT Leader of CCRDA, and the Executive Director of UEWCA. Key informant is someone who, because of his or her unique position can provide important information about the practice of leadership in the selected organizations. Interviewing is a great way to find out what people think they do. When someone wants to know what people actually do, however, there is no substitute for watching them...' (Bernhard, 2006).

With the objective of identifying the existing leadership practices within the organizations which could be difficult to get from 360 degree assessment since it is a standard question and similar for all as well as checking the validity of information obtained through key informant interview, 30 employees who participated on EIV 360 assessment and others 6 from the lower level positions were assessed through semi structured questionnaire. In this case, 36 questionnaires 6 for each organization were distributed and 35 were collected.

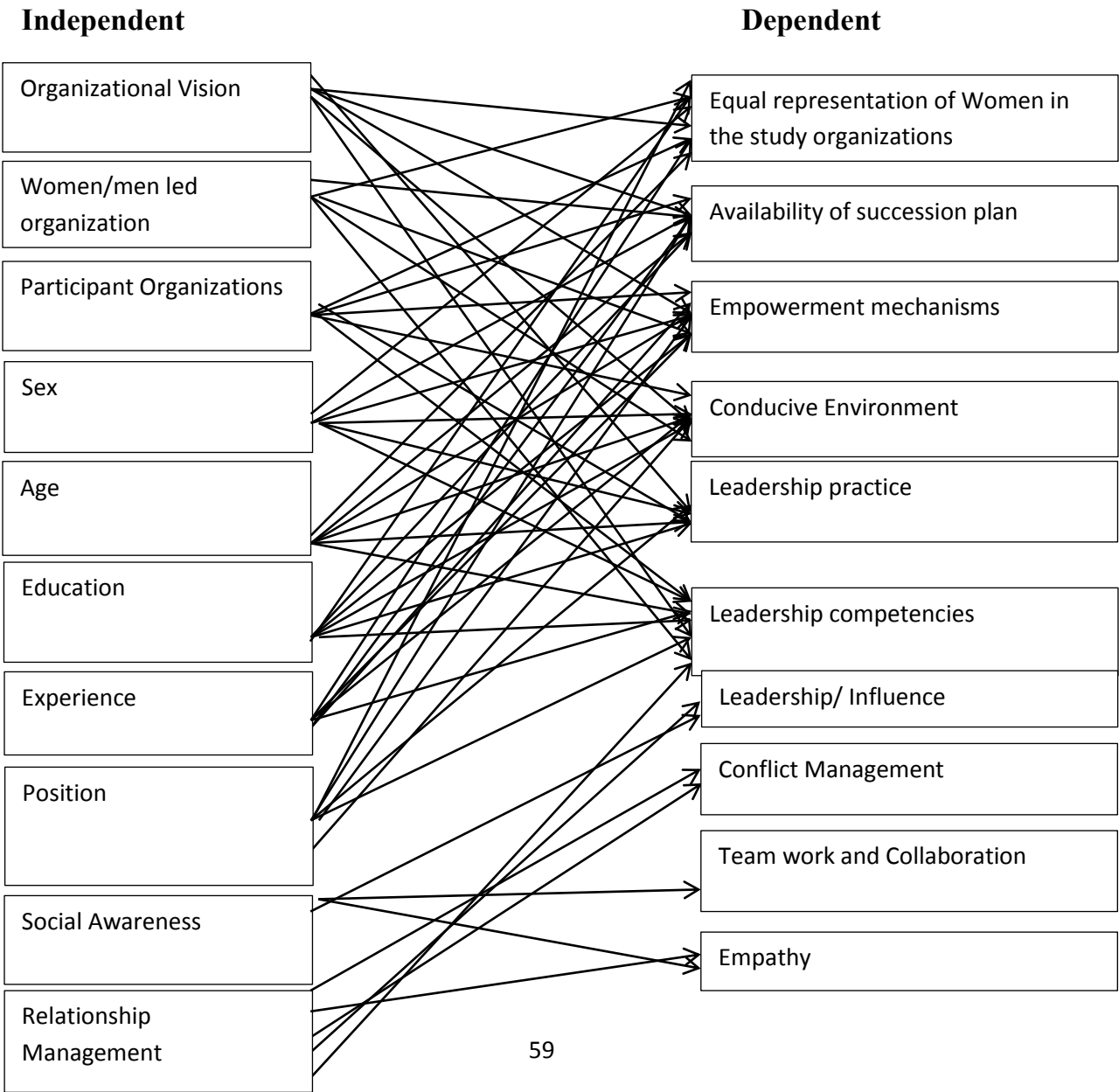
The second technique was library research and organizational assessments whereby primary and secondary data were collected. The primary sources include regulations and directives, policy and strategic documents and organizational structure of the selected organization. They were examined for the purpose of analyzing the efforts that were undertaken to empower women in a decision making and leadership positions.

Secondary sources that provide an empirical as well as theoretical framework such as referring to relevant published and unpublished books, articles, journals, proceedings, electronic sources and other sources that were relevant to the subject matter were the major documents referred.

3.2.3. Measurement of Variables

3.2.3.1. Independent and Dependent Variables Matrix

Figure 2 Independent and Dependent Variables Matrix



Source: Author's Own Sketch (August 2014)

3.2.4. Methods of Data Analysis

The research largely deals with the social competencies and the contribution of NGO leaders for developing emerging women leaders and these were both qualitative and quantitative in nature. Hence, much of the qualitative analysis of the data were focused on descriptive analysis; based on understanding and explaining the existing practice, the number of key positions and the number of women who hold these positions, the number of strategic plan documents in the selected organizations, the challenge and the complex phenomena that affect the representation of women in leadership position. The quantitative analysis were given more emphasis on the descriptive statistics of the categorical data and presented in frequency tables. This was used to compare tallies or counts of categorical responses between independent variables. The data were tabulated into different categories and analyzed, using simple statistical methods such as the percentage of achievements, cross tabulation, correlations, Anova analysis, Post Hoc multiple comparisons, average scores and range bars.

The feedback from all raters of the Emotional Intelligence View 360 degree assessments were summarized in a comprehensive summary feedback report using a computer scores. The feedback of each leader from self and others were analyzed based on the four distinct ways such as the areas that need Potential Strengths, Confirmed Strengths, Potential Development Areas and also Confirmed Development Areas. Information obtained from the secondary sources, the semi structured questionnaires, the assessments and the key informant interviews were analyzed descriptively by categorizing into different types, using techniques such as classifying information into groups, creating matrix of categories and tabulating events. The information and data obtained from the selected organizations based on the gender of the Executive Directors and the vision of the organization were compared and analyzed descriptively with respect to the concept of the analytical framework. Summary of the EIV 360⁰ assessment of social competencies through social awareness and

relationship management, the leaders as well as NGOs' contribution, their achievements, challenges and opportunities related with emerging women leaders and effective leadership practices in the selected organization, the relationship between the consortiums and the study organizations and their attitudes towards the existing women policy were written as major findings and relevant recommendations were drawn. In general the data were presented and analyzed by using different statistical tools like tables, range bars, graphs and pie chart.

3.2.5. Ethical Considerations

An important preparatory part of the research was the elaboration of and subsequent following up of a personal ethical 'code of conduct'. There were several main reasons requiring an increased consideration of the ethical aspect of the research.

The research has involved subordinates who are working in the selected NGOs. These people are working under the respective NGO leaders and were required to evaluate the leadership competencies and the role of those leaders in order to bring emerging women leaders on board. Since subordinate-supervisor evaluation is unusual practice, conflict may arise between both parties. Therefore, in order to protect the raters from unnecessary conflicts with their boss, the author kept assurance to the participants about the confidentiality of the information they provided.

In addition to this, letter of permission was obtained from Addis Ababa University and was offered to the selected NGOs, where the studies were conducted.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. INTRODUCTION

This part of the thesis discusses on the results found from primary data. The data analyses and interpretations were also explained accordingly. This chapter is divided into three main parts. The first part discusses the analysis and interpretation of the data collected from Emotional Intelligence View 360 (EIV360). To evaluate and investigate the leadership competencies, the EIV360 was conducted based on Daniel Goleman concept of EI measuring, the 17 competencies in two key areas that includes Social Awareness and Relationship Management. Each of the 17 EIV360 competencies is shown in four quadrants by each rater category indicating the extent to which self-ratings (top leaders) are aligned with other ratings (board members and subordinates). The assessment consisted of 75 items.

The second part deals with the analysis and interpretation obtained from semi structured questionnaire. In order to assess the leadership practice and to triangulate the responses obtained from top leaders, the researcher conducted semi structured questionnaire. The employee semi structured questionnaire was developed consisting of forty one items. The aggregate value describing their responses was analyzed using the statistical package for social science version 16 (SPSS 16.0). Hence, ten independent and ten dependent variables were selected.

The third part of this chapter is on the key informant interview with the top leaders and consortiums. Considering the background of the leaders as one of the contributing factors in bringing emerging women leaders, the researcher found it very important to investigate the leadership practice, leaders' journey and competencies of the studied organizations. Moreover, the analysis of the leadership environment, women policy,

contributions and governance relationship were described from the conducted interview results with the Women Forum Coordinator and Leadership Forum Coordinator of CCRDA and Executive Director of UEWCA.

4.2. DATA ANALYSIS AND INTERPRETATION

4.2.1. Data Analysis on the 360 Degree Emotional Intelligence Assessment

The researcher believes that prior to assessing the leadership practice, investigating the social competencies of the leaders is critical. Most researchers have found out that, the leaders having high social competencies are ready to develop, coach and mentor emerging leaders. Therefore, to assess the sample study, emotional intelligence view of 360 degree assessment was conducted.

In this research, the Executive Directors were assessed by themselves and the board members as a supervisor as well their subordinates as team members. This was through online assessment administered by Envisa Learning Institution. Accordingly, the results of Social Awareness of the leaders are depicted in figure 3.

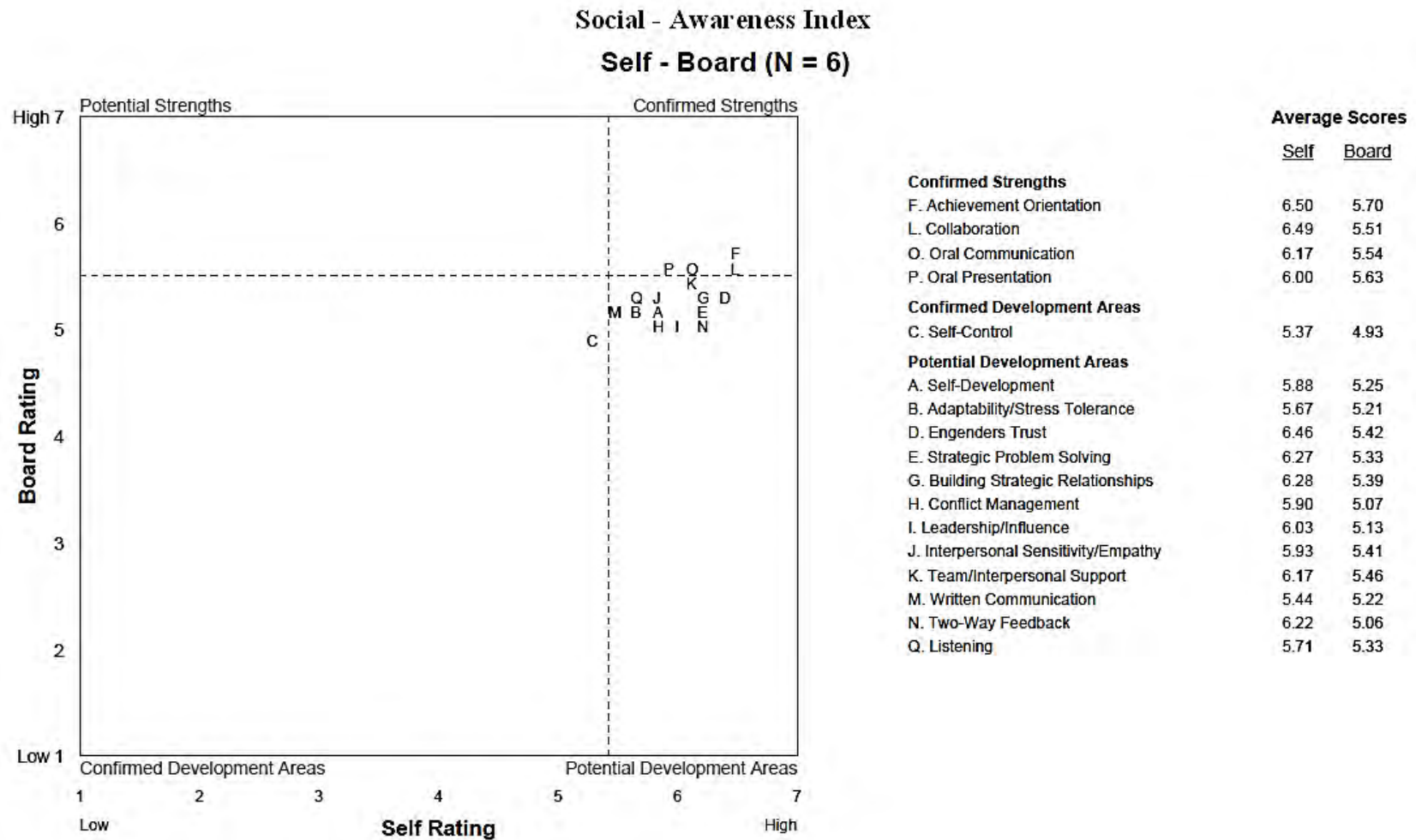
4.2.1.1. Data Analysis of Social Awareness Index of Self-Board

To assess the social competencies of leaders, an online Emotional Intelligence View 360 assessment was conducted. Since the NGO leaders reports to the board members; six board members as supervisors, one from each organizations were required to assess the social competencies of the studied leaders. Accordingly, existing strong aspects and potential development areas were identified from self-ratings aligned with board ratings. In this regard, engenders trust, strategic problem solving, building strategic relationships, conflict management, leadership/ influence, empathy, interpersonal support, written communication, two-way feedback and listening competencies were identified under the category of potential development areas. In this case, the leaders rated themselves above average however, as the quadrant shows the raters namely; the board members, rated the leaders below the average. This shows that the leaders have an inflated view of themselves. Unlike

the board, the leaders recognize these competencies as potential strengths. Hence, this likely displays leaders have more critical and defensive reactions to any feedback.

On the other hand, collaboration, oral communication and oral presentation competencies were identified under the quadrant of confirmed strengths. In this case, both the boards and the leaders agree on the visibility of these competencies as they rated above the average. Thus, the leaders are recognized as having those assets and competencies similar to others.

Figure 3 Social Awareness Index of Self-Board



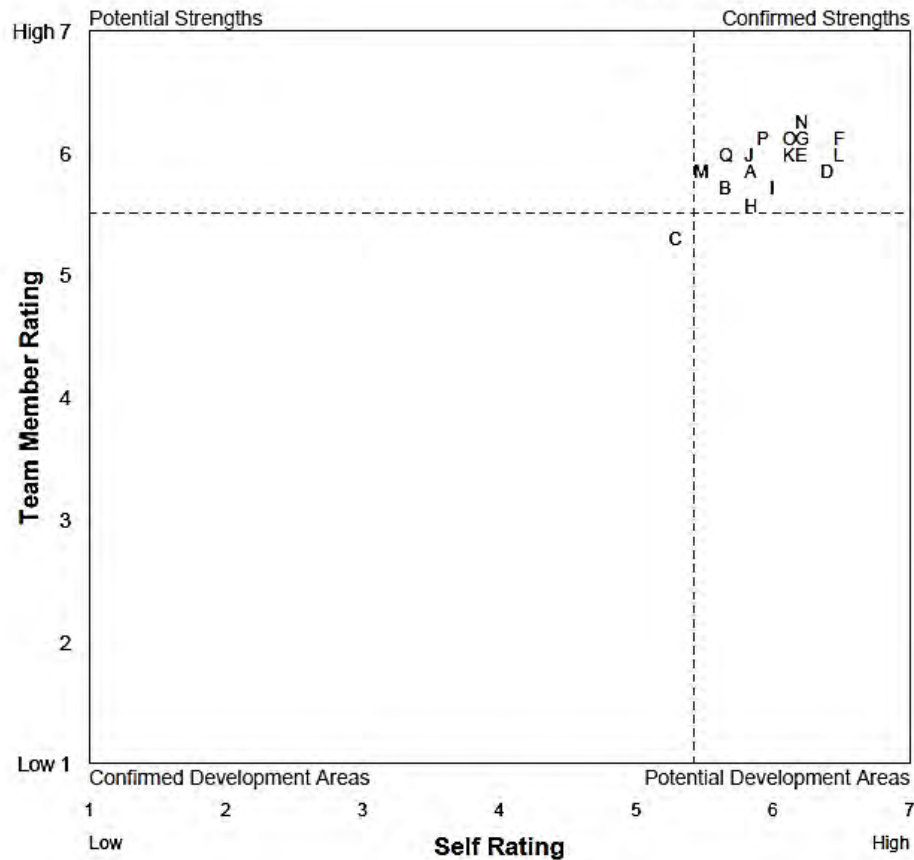
Source: Envisa Learning result of online assessment (February, 2015)

4.2.1.2. Data Analysis of Social Awareness Index of Self-Team Members

The subordinates who directly reports to the leaders were required to assess the social competencies of their bosses. The result obtained from self-ratings and team member ratings showed that; out of the four quadrants, the results inclined on only one quadrant that is on confirmed strengths. Both the leaders and the subordinates rated the prominence of competencies such as; engenders trust, strategic problem solving, building strategic relationships, conflict management, and leadership/influence, empathy, and team support, collaboration, written communication, two-way feedback, oral communication, oral presentation and listening skills above average relative to the norms. In this case, it might be interpreted as the leaders who have insight and awareness about his/her behavior. It is also theoretically possible to say that both the leaders and their subordinates are both inaccurate and equally share a distorted perception of how he/she is really behaving.

Figure 4 Social Awareness Index of Self- Team Members

Social - Awareness Index
Self - Team Member (N = 30)



Confirmed Strengths

A. Self-Development
B. Adaptability/Stress Tolerance
D. Engenders Trust
E. Strategic Problem Solving
F. Achievement Orientation
G. Building Strategic Relationships
H. Conflict Management
I. Leadership/Influence
J. Interpersonal Sensitivity/Empathy
K. Team/Interpersonal Support
L. Collaboration
M. Written Communication
N. Two-Way Feedback
O. Oral Communication
P. Oral Presentation
Q. Listening

Confirmed Development Areas

C. Self-Control

Average Scores

Self Team Member

5.88	5.88
5.67	5.74
6.46	5.94
6.27	6.03
6.50	6.12
6.28	6.10
5.90	5.64
6.03	5.76
5.93	5.98
6.17	5.98
6.49	6.03
5.44	5.87
6.22	6.24
6.17	6.24
6.00	6.18
5.71	6.08
5.37	5.43

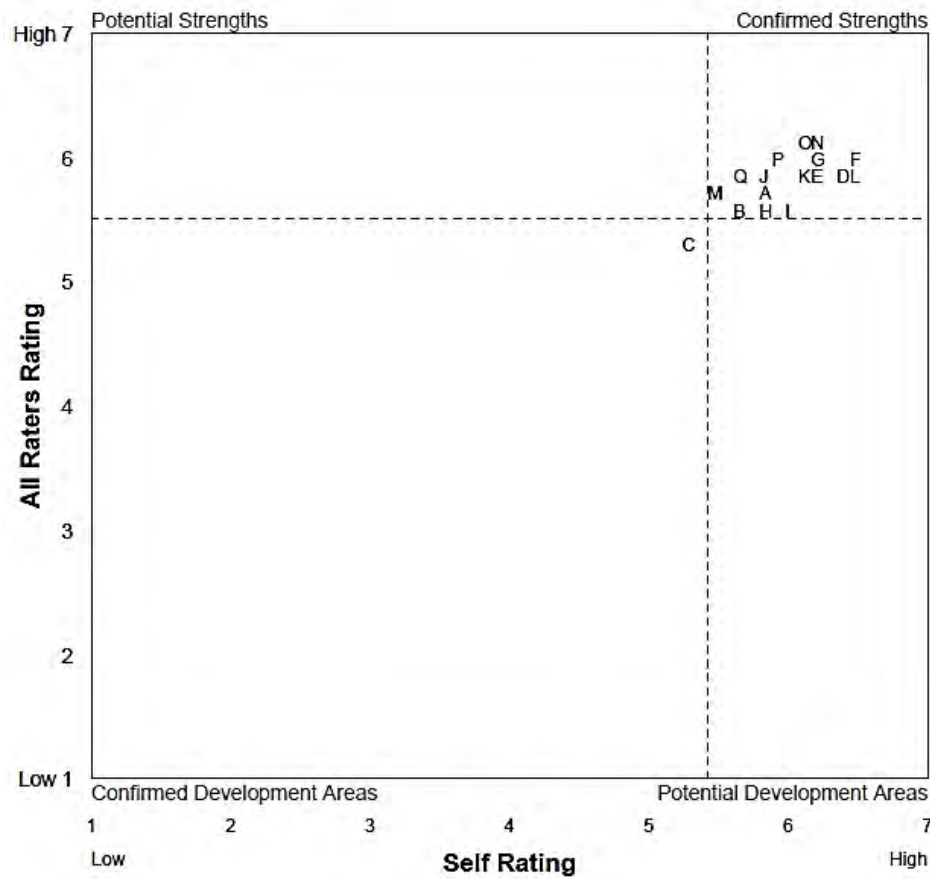
Source: Envisa Learning result of online assessment (February, 2015)

4.2.1.3. Data Analysis of Social Awareness Index of Self-All Raters

The average report of the three groups namely; self, board members and subordinates have showed that there is no statistically significant difference between the result of self and others. In this case the social awareness competencies of the leaders' lies on the confirmed strengthen quadrant. In this case, both the rater and the ratee agree on the observed behavior of the leaders under the study. However, in terms of written communication competencies the result of self and others has showed a little bit differences and inclined nearer to the potential strengthen areas quadrant.

Figure 5 Social Awareness Index of Self-All Raters

Social - Awareness Index
Self - All Raters (N = 36)



Confirmed Strengths

- A. Self-Development
- B. Adaptability/Stress Tolerance
- D. Engenders Trust
- E. Strategic Problem Solving
- F. Achievement Orientation
- G. Building Strategic Relationships
- H. Conflict Management
- I. Leadership/Influence
- J. Interpersonal Sensitivity/Empathy
- K. Team/Interpersonal Support
- L. Collaboration
- M. Written Communication
- N. Two-Way Feedback
- O. Oral Communication
- P. Oral Presentation
- Q. Listening

Confirmed Development Areas

- C. Self-Control

Average Scores

Self All Raters

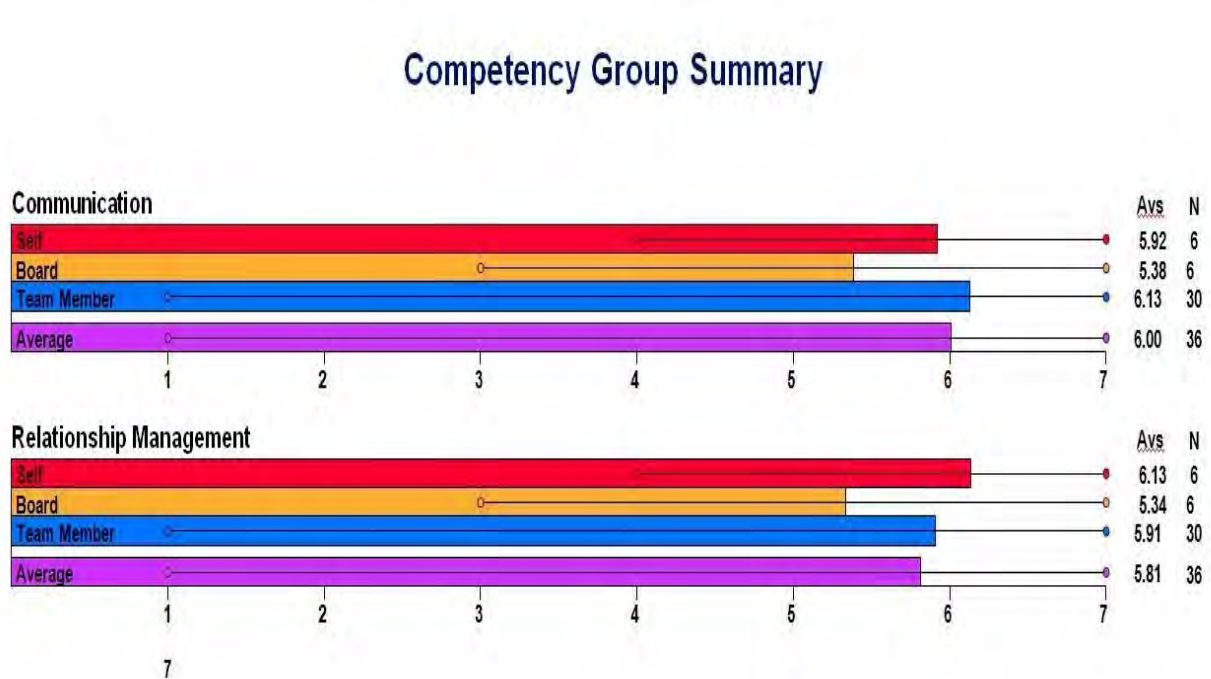
A. Self-Development	5.88	5.77
B. Adaptability/Stress Tolerance	5.67	5.66
D. Engenders Trust	6.46	5.85
E. Strategic Problem Solving	6.27	5.92
F. Achievement Orientation	6.50	6.05
G. Building Strategic Relationships	6.28	5.98
H. Conflict Management	5.90	5.55
I. Leadership/Influence	6.03	5.65
J. Interpersonal Sensitivity/Empathy	5.93	5.89
K. Team/Interpersonal Support	6.17	5.90
L. Collaboration	6.49	5.95
M. Written Communication	5.44	5.76
N. Two-Way Feedback	6.22	6.06
O. Oral Communication	6.17	6.13
P. Oral Presentation	6.00	6.08
Q. Listening	5.71	5.95
C. Self-Control	5.37	5.35

Source: Envisa Learning result of online assessment (February, 2015)

4.2.1.4. Data Analysis of Competencies Group Summaries

To assess the range of the scores of the respondents, a range bar analysis was conducted. In this regard, the communication and relationship management abilities of the leaders have been rated by self-respondents that lies from a moderate extent to an extremely large extent. The range of scores of the board members for this competencies lies from the small extent to an extremely large extent. On the other hand, the score of the team members has showed that it lies between extremely small extents to an extremely large extent.

Figure 6 Competencies Group Summaries



Source: Envisa Learning result of online assessment (February, 2015)

4.2.1.5. Most Frequent Behavior of the Study Leaders

As it has been identified from the results, there are competencies which are frequently observed by both raters namely; board members and subordinates. Accordingly, 44.44 percent of the participants observed oral communication competencies as the most frequently demonstrated behavior of the leaders with extremely large extents. 41.67 percent

of the respondents have responded this competency to a very large extent. 11.11 percent of the respondents rated oral communication of the leaders to a large extent. Finally, 5.56 percent of the raters responded the demonstration of this competency to a moderate extent.

The competency of building strategic relationship observed as a second most frequent behavior of the leaders. In this case, 47.22 percent of the respondents rated this competencies as an extremely large extent, 38.89 percent of the raters identified to a very large extent, 8.33 percent of the participants rated to a large extent and 2.78 percent of the raters to a moderate and small extent.

The competencies of oral presentation were identified as the third most frequently demonstrated behavior by all raters. Thus, 47.22 percent of the raters were identified as an extremely to large extent observed competency, 36.11 percent to a very large extent, 8.33 percent to a very large extent, 5.56 percent to a moderate extent and 2.78 percent observed to a small extent.

Listening skills were identified as a fourth most frequently observed behavior. Accordingly, 47.22 percent of the raters replied for these skills to be an extremely large extent, 30.56 percent of the raters replied that it is to a very large extent, 22.22 percent of the rater observed to a large extent and 2.78 percent of the rater considered listening to a moderate extent.

To way- feedback considered as fifth most frequent observed behavior. In this regard, 50 percent of the raters observed this competency to an extremely large extent, 22.22 percent as a very large extent, 16.67 percent to a large extent, 5.56 percent of the raters to a moderate extent and 2.78 percent of the raters observed this competency to a small extent.

Oral communication measured as the sixth most frequently observed behavior. Thus, 47.22 percent of the respondents observed this skill to an extremely large extent, 25 percent as a very large extent, 22.22 percent of the raters to a large extent and 5.56 percent of the raters observed to a moderate extent.

Collaboration was considered into two ways. Collaboration related with a non-competitive way which is considered as the seventh most frequently observed behaviors. In this regard,

41.67 percent of the raters considered this competency to an extremely large extent and to a very large extent. 8.33 percent of the raters observed to a large extent, 5.56 percent of the raters to a moderate extent and also 2.78 percent to a small extent.

The other collaboration related with respect of other ideas was taken as the eighth most frequently observed behavior. In this case 47.22 percent of the raters observed this behavior to an extremely large extent, to a moderate and small extent. 25 percent to a very large extent, 22.22 percent to a large extent and 2.78 percent of the rater considered to a small extent.

Table 2 Most Frequent Behavior of the Study Leader

Most Frequent Behaviors	Competency	Average Score	1-To an Extremely Small Extent	2- To a Very Small Extent	3- To a small Extent	4-To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
In Percentage (%)									
Maintains eye contact when communicating with others	Oral Communication	6.28	0	0	0	5.56	11.11	41.67	44.44
Effective builds relationships and partnership with others outside the organization	Building Strategic Relationships	6.25	0	0	2.78	2.78	8.33	38.89	47.22
Confidently delivers oral presentations that are persuasive, clear, and logically organized	Oral Presentation	6.19	0	0	2.78	5.56	8.33	36.11	47.22
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to	Listening	6.17	0	0	0	2.78	22.22	30.56	47.22
Informs others about relevant aspects of tasks, projects and assignments in a timely manner	Two-Way Feedback	6.14	0	0	2.78	5.56	16.67	22.22	50
speaks clearly and express ideas so that others understand what is meant	Oral Communication	6.14	0	0	0	5.56	22.22	25	47.22
Works collaboratively and non-competitively with others	Collaboration	6.14	0	0	2.78	5.56	8.33	41.67	41.67
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns	Collaboration	6.11	0	0	2.78	2.78	22.22	25	47.22

Source: Envisa Learning result of online assessment (February, 2015)

4.2.1.6. Least Frequent Behavior of the Study Leaders

The following table depicts the behaviors that were identified by all respondents as the least frequently demonstrated behaviors and were grouped by relevant competencies. The competencies are rank ordered so that the first item was perceived to be the least frequently demonstrated behavior. The number of raters and the average scores are shown for each rating level of behavior. Accordingly, conflict management behavior related with open mindedness were rated as 25 percent of the respondents to an extremely large extent, 19.44 percent to a very large extent, again 25 percent to a large extent and 22.22 percent of respondents rated as to a moderate extent. 5.56 percent of respondents have also rated to a very small extent and 2.78 percent of the respondents replied as an extremely small extent.

On the other hand, conflict management related with accepting contrary views and ideas were recognized by all raters as a least frequently observed behavior. 19.44 percent of the raters rated this behavior to an extremely large extent, 38.89 percent of the respondents rated as to every large extent and 22.22 percent of the rated to a large extent. 11.11 percent responded that to a moderate extent, 2.78 percent to a small extent and 5.56 percent of the rater observed this behavior to a very small extent.

Conflict management related with allowing disagreement to be discussed was rated as a less frequent behavior. In this regard, 19.44 percent of the respondents to an extremely large extent, 38.89 percent of the raters rated as a very large extent, and 22.22 percent of the respondent rated to a large extent, 11.11 percent of the raters responded to a moderate extent, 2.78 percent of the respondents responded to a very small extent and also 5.56 percent of the respondents were replied that to an extremely small extent.

Leadership/influence competencies in terms of leadership style to persuade motivate and influence others have also one of the least frequently observed behaviors of the study leaders. Thus, 19.44 percent of the respondents were rated this behavior to an extremely large extent, 44.44 percent of the respondents replied as to a very large extent behavior, 8.33 percent of the respondents were rated as to a large extent, 22.22 percent of the raters rated to a moderate extent and 5.56 percent of the respondents as they have observed this behavior to a very small extent.

Table 3 Least Frequent Behavior of the Study Leaders

Least Frequent Behaviors	Competency	Average Score	1-To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
		In Percentage (%)							
Resists reacting defensively and keeps an open mind when others disagree with him/her	Conflict Management	5.19	2.78	5.56	0	22.22	25	19.44	25
Encourages others to express contrary views, ideas and opinions	Conflict Management	5.44	0	5.56	2.78	11.11	22.22	38.89	19.44
Allows for disagreements to emerge and to be discussed openly	Conflict Management	5.46	2.78	2.78	5.56	11.11	16.67	30.56	27.78
Modifies his/her leadership style to persuade, motivate and influence others	Leadership/Influence	5.5	0	0	5.56	22.22	8.33	44.44	19.44

Source: Envisa Learning result of online assessment (February, 2015)

4.2.2. Data Analysis of the Survey Questionnaire on SPSS

As indicated in the third chapter of this thesis; the sample representatives, the employees of the NGOs are provided with questionnaires to assess the leadership practices in terms of developing emerging women leaders. To analyze the data collected from the sample study, statistical package for social science version 16 (SPSS 16.0) was introduced.

4.2.2.1. General Characteristics of the Study Population

In general, 36 questionnaires were administered to the sample representatives namely to employees from the six NGOs. Out of the 36 questionnaires administered, 35 returned back to the researcher. This accounts for 97.22 percent of the totally distributed questionnaires.

4.2.2.1.1. Sex Distribution of the Sample Respondents

Table 4 Sex distribution of the Respondents from the six study organizations

Sex of Respondents	Frequency	Percent	Cumulative Percent
Male	19	54.3	54.3
Female	16	45.7	100.0
Total	35	100.0	

Source: Own field survey data (February, 2015)

As the above statistics result indicates; top, middle and lower level positions are dominated by male employees. Out of 35 interviewee 46 percent and 54 percent were female and male respondents respectively. From this, it is possible to figure out that the proportion of female respondents is 8 percent less than that of males. This is a clear indication of the relatively smaller number of female employees at the position level.

4.2.2.1.2. Age Distribution of the Sample Respondents

Table 5 Age Distribution of the Respondents from the Six Study Organizations

Age of Respondents	Frequency	Percent	Cumulative Percent
23-30	12	34.3	34.3
31-40	16	45.7	80.0
41-50	6	17.1	97.1
51-60	1	2.9	100.0
Total	35	100.0	

Source: Own field survey data (February, 2015)

Age category was made to be representative of the whole population. In doing so, the researcher segregated age of respondents into four categories. Accordingly, 34.3 percent of the respondents fall under the age category of between 23-30 years. The next category 31-40 represents the maximum proportion of respondents having 45.7 percent of the employees. Age categories 41-50 and above 51-60 include 17.1 percent and 2.9 percent respectively. Therefore, the sum of the first two age categories took the major share of the employees. The two age categories incorporate about 80 percent of the sample. From this one can see the middle agedness of the employees at the study organizations.

4.2.2.1.3. Educational Status of Sample Respondents

Since education is one of the major themes of this study, the researcher computed the education level of the respondents accordingly. To this effect, the researcher has tried to assess the educational background of respondents. In doing so, it was discovered that 60 percent of the respondents had first degree and 40 percent of the respondents have Master's Degree. However, no Diploma and PhD holders were found during this study.

Table 6 Educational Level of the Sample Respondents

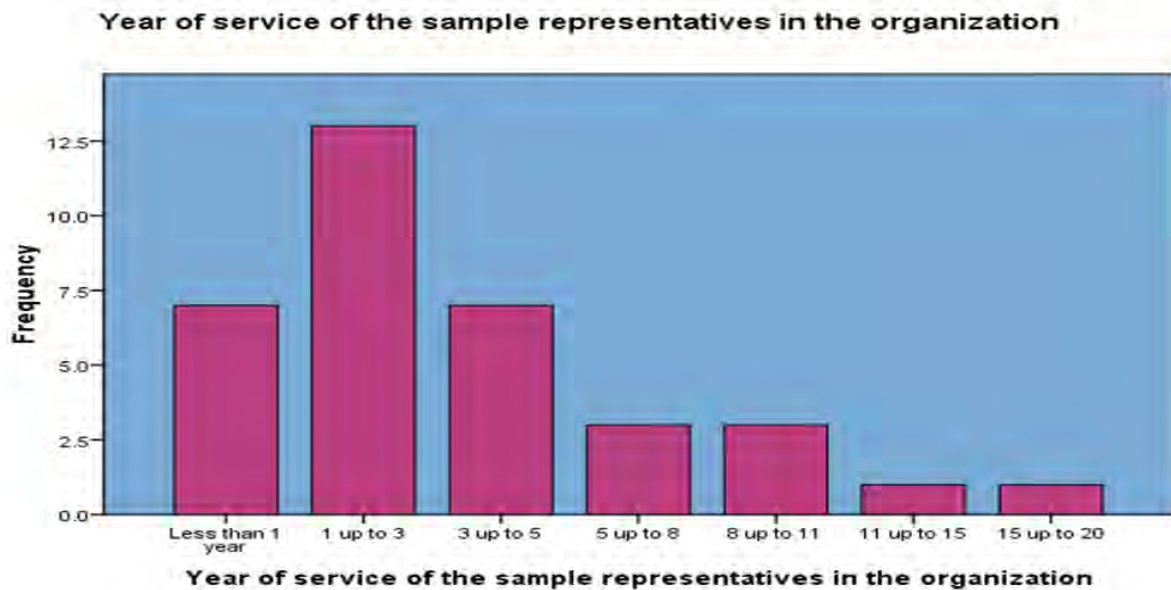
Educational Level of Respondents	Frequency	Percent	Cumulative Percent
BA/BSc Degree	21	60.0	60.0
MA / MSc Degree	14	40.0	100.0
Total	35	100.0	

Source: Own field survey data (February, 2015)

4.2.2.1.4. Work Experience of Respondents

Like age of respondents, work experience was also segregated into seven categories. Accordingly, out of the total sample, those who have less than one year and three to five years of experience were found to be 20 percent of each. One to three years were found to be 37.1percent and that of five to eight and eight to eleven years were 8.6 percent. In addition eleven to fifteen and fifteen to twenty years found to be 2.9 percent. In relation to this variable the key informant interview and a documentary analysis from the Human Resource Management archive of the sample organizations have come up with the following evidences. Accordingly, the discussions reflected that the proportion of less experienced workers in the sample organizations was generally the result of high turnover rate.

Figure 7 Year of Experience of the Sample Respondents



Source: Own field survey data (February, 2015)

4.2.2.2. The relationship between the Position and Age of Sample Representatives

As it is depicted on the table 7, 66.6 percent of the sample respondents were in the Director position, 9.1 percent Managerial position, 20 percent Head of Departments, and 25 percent Officer positions were ranged at the age of 41 to 50. The next categories 34.6 percent of Managers, 60 percent of Team Leaders and 100 percent of coordinators are found at the age of 31 to 40 categories. The remaining 45 percent of Managers, 100 percent of Team leaders, 20 percent of Head of Departments and 50 percent of Officers positions were found in the age category of 23 to 30. This shows that, more of the Manager, Team Leader and Officer positions were occupied by youngers. 33.3. percent of the Director positions, 36.4 percent of the Managerial positions, 60 percent of Head of Departments 100 percent of Coordinators and 25 percent of the Officer positions are found in the age category of 31 to 40. Only 9.1 percent of people who are in the managerial positions were under the age category of 51 to 60. Hence, this study shows that the higher the age category of the respondents, the higher the positions level.

Table 7 Position against Age

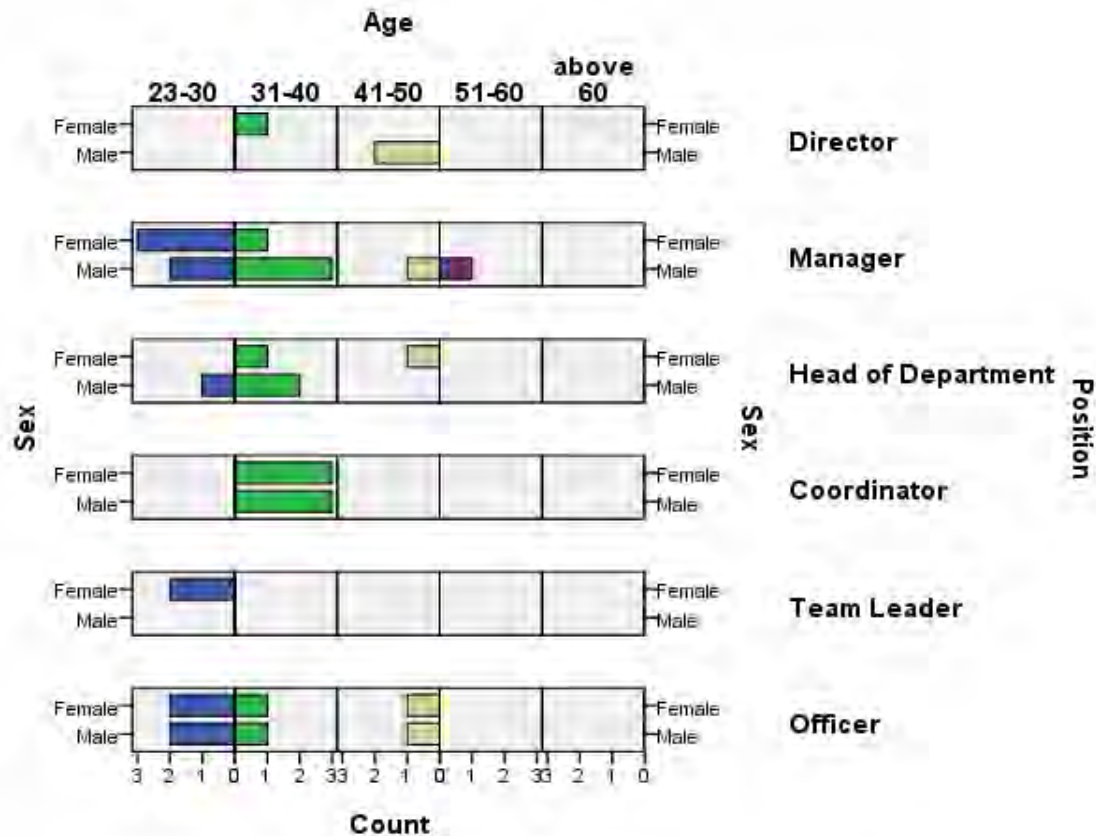
The position of the sample representative	Age of Sample Representatives				Total
	23-30	31-40	41-50	51-60	
Director	0	1 (33.3%)	2 (66.7%)	0	3 (100%)
Manager	5 (45.5%)	4 (36.4%)	1 (9.1%)	1 (9.1%)	11 (100%)
Head of Department	1 (20%)	3 (60%)	1 (20%)	0	5 (100%)
Coordinator	0	6 (100%)	0	0	6 (100%)
Team Leader	2 (100%)	0	0	0	2 (100%)
Officer	4 (50%)	2 (25%)	2 (25%)	0	8 (100%)
Total	12 (34.3%)	16 (45.7%)	6 (17.1%)	1 (2.9%)	35 (100%)

Source: Own field survey data (February, 2015)

4.2.2.3. Sex, Position and Age Comparison

Female employees in the age category of 23 to 30 and were in the managerial positions are 60 percent, Team Leaders 100 percent and officers 50 percent. However, there are no Coordinators and Directors within this age category. The 100 percent in the age category of 31 to 40 were at Directory level, 25 percent at the Managerial level, and 33.3 percent at the Head of Department level and 50 percent at the Coordinator and Officer levels however; there was no Team Leader at this age level. In the age category of 41 to 50, 100 percent of women were at the Head of Department and 50 percent at the Officer level however, there is no at the Directory, Managerial, Coordinator and Team Leaders positions. There were no women at all positions at the age category that ranges from 51 to 60. If we take the Directory positions, there are no women in the age category of 23 to 30. This implies that, organizations do not have trust to provide the top leadership positions for emerging women leaders unless they have reached at the maturity level. The age category of 31 to 40 is considered as maturity level. Women that reached this category are considered to be responsible and committed thus; organizations provide them top level positions. In the age category 41 to 50, there were no women at the top level positions which imply that women who get matured and experienced may leave the organizations for better opportunities.

Figure 8 Sex, Position and Age Comparison



Source: Own field survey data (February, 2015)

4.2.2.4. The Contribution of Direct /Indirect Women Focused Vision for Cultivation of Women Emerging Leaders

To assess the correlation between different independent and dependent variables, the researcher tried to correlate the organization that have a direct or indirect women related vision with availability of succession plan, empowerment mechanisms, equal representation, conducive environment, leadership practice and leadership competencies, the researcher has run a Bivariate correlation. Primarily, the correlation between the direct/ indirect vision of the organizations was correlated with the availability of equal representation of women in the key leadership position, empowerment mechanisms, leadership practices and leadership competencies. Consequently, a statistically significant ($P < 0.05$) relatively strong positive correlation (equal representation .693), (empowerment mechanisms .441), (conductive

environment .560), (leadership practice .420) and (leadership competencies .355) were obtained.

Thus the researcher has accepted the null hypothesis that says there was correlation between the two variables. Here, it should be noted that there is a strong relation between the two variables. In addition, the computation also witnesses that it is statistically significant to establish correlation between the two variables. In this regard, the researcher has found the correlation between vision and succession plan of the organization that there was very weak positive correlation (.124). It is also gathered from the computation that the weak positive correlation between the two variables was statistically insignificant (.477) probability level for two tailed test. This has led to accept the null hypothesis which indicates to accept that there is no correlation between the two variables. But here it has to be born in mind that by accepting the null hypothesis the weak correlation must not be thrown away from being investigated. Accordingly, the result was shown on table 8.

Table 8 The Contribution of Direct /Indirect Women Focused Program for Cultivation of Women Emerging Leaders

Correlations							
Direct/ Indirect Women Focused Vision	Sig. (2- tailed)	Equal representation in key leadership position	Availability of succession plan	Empowerment Mechanisms	Conducive Environment	Leadership Practice	Leadership Competencies
		.693**	0.124	.560**	.441**	.420*	.355*
		0	0.477	0	0.008	0.012	0.036
	N	35	35	35	35	35	35

*. Correlation is significant at the 0.05 level (2 tailed).

**. Correlation is significant at the 0.01 level (2-tailed)

Source: Own field survey data (February, 2015)

4.2.2.5. Correlation of Women Vs. Men Led Organization and their Practice in Developing Emerging Women Leaders

The researcher investigated the correlations between women against men led organizations with independent variables that help to develop emerging women leaders, namely availability of succession plan, empowerment mechanisms, equal representation, conducive environment, and leadership practice as well as leadership competencies (Table 9).

Table 9 Correlation of Women Vs. Men Led Organization and their Practice in Developing Emerging Women Leaders

Correlations							
		Equal representation of women in key leadership position	Availability of succession plan	Empowerment Mechanisms	Conducive Environment	Leadership Practice	Leadership Competencies
Women/Men Led Organization	Sig. (2-tailed)	-0.268	-0.292	-.355*	-.405*	-.502**	-0.216
		0.12	0.089	0.036	0.016	0.002	0.213
	N	35	35	35	35	35	35

*. Correlation is significant at the 0.05 level (2 tailed).

**. Correlation is significant at the 0.01 level (2-tailed)

Source: Own field survey data (February, 2015)

Accordingly, there is a significant negative correlation between the sample women/men led organization with dependent leadership variables, practices and competencies. Whether the organization is led by men or women leaders, there is a negative relationship between availability of conducive environment and leadership practice, succession plan, leadership competencies, equal representation of women in the key leadership positions and the empowerment mechanisms that are practiced in the organizations. This shows that sex of the top leaders doesn't affect the leadership practice of the organization.

4.2.2.6. Correlation Analysis among Dependent Variables

To assess the correlations among variables namely availability of succession plan, empowerment mechanisms, equal representation, conducive environment, leadership practice and leadership competencies, (Table 10). In this regard, a significant positive correlation exists among all variables. The more the succession plan exists in the organization, the more the empowerment mechanisms practiced in this organization, and vice versa. In addition, if there is conducive environment for competent women employees to practice and develop their leadership abilities, there will be a consideration to inculcate them in the succession plan. The more effective leadership practices exist in the organization, the more succession plan of the organization, and exercising empowerment mechanisms, give more emphasis on gender equity in the key leadership position and leaders equipped with leadership competencies and vice versa. If leaders have leadership competencies, they are willing to have succession plan, ready to replace their own positions, have and practice more on empowerment mechanisms for leadership, have equal representation of men and women in the key leadership positions and have effective leadership practices.

Table 10 Correlation Analysis among Dependent Variables

	Correlations					
	1	2	3	4	5	6
1 Equal representation of Women in Key Leadership Position						
2 Availability of Succession Plan	.406*					
3 Empowerment Mechanisms	.555**	0.221				
4 Conducive Environment	.528**	.549**	.621**			
5 Leadership Practice	.503**	.359*	.643**	.786**		
6 Leadership Competencies	0.243	0.139	.725**	.607**	.650**	

N= 35 *. Correlation is significant at the 0.05 level (2 tailed).

**. Correlation is significant at the 0.01 level (2-tailed)

Source: Own field survey data (February, 2015)

4.2.2.7. Analysis of Independent and Dependent Variables

4.2.2.7.1. Position against Dependent Variables

Statistically significant differences also appeared for the position, where those with Directorial Positions valued the leadership competencies higher than those with Managerial Positions and people in the Coordinator Positions in the studied organizations. Participants with Officer Positions valued Leadership Competencies than those with Coordinator Positions. Significant differences occurred with Empowerment Mechanisms, which people with Coordinator Positions assessed as less important than people with Officer Positions (Table 11).

Table 11 Results of ANOVA Analysis of Position

Independent Variable: Position

Variables	Total		Director (1)		Manger (2)	Head of Department (3)		Coordinator (4)		Team Leader (5)		Officer (6)		F	Stat. sig. diff.
	Mean	SD	Mean	SD	Mean	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Empowerment Mechanisms	10.1	3.31	12	3.46	9.09	10.4	2.88	6.66	1.63	10	5.65	12.25	3.28	2.79	<u>.035</u> (4-6)
Equal Representation	1.846	5.84	1.66	1.15	2	1.8	0.836	1.5	0.836	2	1.41	2.12	0.83	0.45	0.809
Succession Plan	1.94	0.77	1.66	0.58	2.27	2	0.707	1.5	0.836	2	1.41	2.25	0.46	1.38	0.288
Conducive Environment	8.98	3.12	9.66	1.52	8.72	9	5.09	7	2.89	8.5	4.94	11	2.13	1.34	0.276
Leadership Practice	8.27	2.8	11	3	8.18	8	3.08	6.33	3.32	6	1.41	10.12	3.94	1.8	0.144
Leadership Competencies	16.12	3.42	21.33	2.88	13.9	16	2.73	12	1.41	15	5.65	18.5	5.31	4.56	<u>.003</u> (1-2), (1-4), (4-6)

n = 35 * p < .05

Source: Own field survey data (February, 2015)

4.2.2.7.1. Age against Dependent Variables

Analysis of variance revealed that there is a statistically significant difference between age and empowerment mechanisms. The result reveals that more respondents in the age group of 41 to 50 had higher values to the empowerment mechanisms. There were no other statistically significant differences between the age groups and the organization practices for empowering women in the leadership positions (Table 12).

Table 12 Results of ANOVA Analysis of Age

Independent Variable: Age

Variables	Total		23-30		31-40		41-50		51-60		F	Stat. sig. diff.
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Succession Plan	2.03	0.71	2.25	0.75	1.93	0.68	1.83	0.75	2	-	0.61	0.61
Equal Representation	1.89	0.83	2.16	0.94	1.75	0.68	1.83	0.98	1	-	0.98	0.41
Empowerment Mechanisms	9.89	3.41	11	3.21	8.5	2.96	12.16	3.12	5	-	3.53	0.03
Conducive Environment	9.06	3.03	10.33	3.08	8.25	3.19	8.66	2.16	9	-	1.13	0.35
Leadership Practice	8.4	3.2	8.91	3.2	7.87	3.51	9	2.75	7	-	0.36	0.78
Leadership Competencies	15.62	4.29	15.85	4.2	14.93	4.68	17.5	3.88	16	-	0.49	0.69

n = 235 * p < .05

Source: Own field survey data (February, 2015)

4.2.2.7.2. Sex of the Sample Representatives against Dependent Variables

Analysis of variance revealed no statistically significant sex differences. Both male and female have given almost equal value for the organizational practices to bring women emerging leaders on board (Table 13).

Table 13 Results of ANOVA Analysis of Sex

Dependent Variable: Sex

Variables	Total		Male		Female	F	Stat. sig. diff.
	Mean	SD	Mean	SD	Mean		
Availability of Succession Plan	2.03	0.71	2.1	0.57	1.94	0.48	0.49
Equal Representation	1.89	0.83	1.94	0.85	1.81	0.22	0.64
Empowerment Mechanisms	9.89	3.41	10	3.34	9.75	0.05	0.83
Conducive Environment	9.06	3.03	9.21	3.04	8.87	0.1	0.75
Leadership Practice	8.4	3.2	8.84	3.23	7.87	0.79	0.38
Leadership Competencies	15.63	4.29	15.57	4.77	15.68	0.01	0.94

Source: Own field survey data (February, 2015)

4.2.2.7.3. Education against Dependent Variables

Analysis of variance revealed no statistically significant Educational differences both MA/MSc holders and BA/BSc holders have given almost equal value for the organizational practices to bring women emerging leaders on board (Table 14).

Table 14 Results of ANOVA Analysis of Education**Independent Variable: Education**

Variables	Total		Master's Degree		Bachelor Degree		F	Stat. sig. diff.
	Mean	SD	Mean	SD	Mean	SD		
Availability of Succession Plan	2.03	0.71	2.14	0.77	1.95	0.67	0.6	0.44
Equal Representation	1.88	0.83	1.76	0.83	2.07	0.83	1.16	0.29
Empowerment Mechanisms	3.08	1.96	9.857	3.39	9.92	3.56	0.004	0.95
Conducive Environment	9.05	3.02	9	3.19	9.14	2.87	0.02	0.89
Leadership Practice	8.41	3.2	8.57	3.27	8.14	3.18	0.15	0.7
Leadership Competencies	15.62	4.29	15.57	4.19	15.71	4.61	0.01	0.93
N			14		21			

$n = 35$ * $p < .05$

Source: Own field survey data (February, 2015)

4.2.2.7.4. Year of Service against Dependent Variables

The researcher also performed analysis of variance for differences between year of service in the study organizations and the dependent variables. Statistically significant differences were found for availability of conducive environment, where those served the organization for less than one year and those stayed from 3 to 5 years reported higher values than others. All respondents who joined the organization or those who stayed for a long period of time valued the availability of empowerment mechanisms in their respective organizations (Table 15).

Table 15 Results of ANOVA Analysis of Year of Service**Independent Variable: Service Year**

Variables	< 1 year		1 to 3		3 to 5		5 to 8		8 to 11		11 to 15		15 to 20		F	Stat. sig. diff.
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Availability of Succession Plan	2.42	0.79	2	0.82	2	0	1.33	0.58	2.33	0.58	1	-	2	-	1.4	0.25
Equal Representation	2.14	0.89	1.69	0.75	2.28	0.76	1.66	1.15	1.33	0.58	1	-	3	-	1.31	0.286
Empowerment Mechanisms	10.57	2.99	9.07	3.06	12.14	2.85	9	4.35	6	1.73	8	-	16	-	2.45	0.05
Conducive Environment	11.57	1.71	8.15	2.7	10	3.74	6	1.73	8	1.73	6	-	12	-	2.56	0.04
Leadership Practice	10.28	2.56	7.3	3.06	10.14	2.73	6.66	3.78	6	1	5	-	13	-	2.47	0.05
Leadership Competencies	17.42	5.06	14.46	4.52	16.85	3.84	14	3.6	14.66	2.3	12	-	21	-	0.92	0.49

Source: Own field survey data (February, 2015)**4.2.2.8. Post Hoc Tests of the Variables among the Sample Organizations**

To assess the contribution of the sample organization and to identify which organization in line with the practice that enable women emerging leaders on board in terms of their practice on succession plan, empowerment mechanisms, equal representation, conducive environment, leadership practice and leadership competencies, paired sample correlation and one way ANOVA were conducted and the results were shown the same and p- value was found to be < 0.05 between the variables and the sample organizations. This shows that, there are statistically significant differences among the organizations; to identify these significances post hoc test was conducted. Accordingly, the result has depicted on the following tables.

4.2.2.8.1. Post Hoc Analysis on the Availability of Succession Plan among the Sample Organization

The results showed that among those organizations that have been in existence for about fifteen years and above, (6 Coordinators, 3 Directors, 5 Head of Department, 2 Team

Leaders, 8 Officers and 11 Managers) has replied this question. In this regard, very few respondents (22.9 percent) have said that, their organizations have written succession planning policy. 51.4 percent of the respondents replied that, there is no written succession plan policy in their respective organizations. However, 25.7 percent of the respondents replied that, they don't have any information whether their organization has a written succession plan policy or not. To identify which organization has a written succession policy, one way ANOVA test was conducted. In this regard, there is a significant difference between MCMDO and WISE in terms of succession plan; the p-value shows that it is < 0.05.

Table 16 Results of Post Hoc Multiple Comparisons of Succession plan						
Dependent variable: Availability of succession plan in the sample organization						
(I) Name of sample representative organization	(J) Name of sample representative organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
MCMDO	WISE	1.16667 [*]	0.37191	<u>.41</u>	0.0329	2.3004
	MCDP	0.5	0.37191	0.758	-0.6337	1.6337
	RTG	0.5	0.37191	0.758	-0.6337	1.6337
	CHADET	0.1	0.39006	1	-1.0891	1.2891
	FGAE	0.5	0.37191	0.758	-0.6337	1.6337
WISE	MCMDO	-1.16667 [*]	0.37191	0.041	-2.3004	-0.0329
	MCDP	-0.66667	0.37191	0.486	-1.8004	0.4671
	RTG	-0.66667	0.37191	0.486	-1.8004	0.4671
	CHADET	-1.06667	0.39006	0.099	-2.2558	0.1224
	FGAE	-0.66667	0.37191	0.486	-1.8004	0.4671
*. The mean difference is significant at the 0.05 level.						

Source: Own field survey data (February, 2015)

4.2.2.8.2. Post Hoc Analysis of Equal Representation of Women in Key Leadership Position among the Sample Organizations

As the table 17 shows, there are statistically significant differences among MCMDO with RTG and CHADET; WISE with RTG, CHADET and FGAE; RTG with MCMDO and WISE; CHADET with MCMDO and WISE; and FGAE with WISE in terms of equal representation of women in the key leadership positions.

Table 17 Results of Post Hoc Multiple Comparisons of Equal Representation						
Dependent Variable : Equal representation of women in key leadership position of the sample organization						
(I) Name of sample representative organization	(J) Name of sample representative organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
MCMDO	WISE	0.33333	0.3396	0.92	-0.7019	1.3686
	MCDP	-0.33333	0.3396	0.92	-1.3686	0.7019
	RTG	-1.33333*	0.3396	<u>0.006</u>	-2.3686	-0.2981
	CHADET	-1.26667*	0.35617	<u>0.015</u>	-2.3524	-0.1809
	FGAE	-0.83333	0.3396	0.171	-1.8686	0.2019
WISE	MCMDO	-0.33333	0.3396	0.92	-1.3686	0.7019
	MCDP	-0.66667	0.3396	0.387	-1.7019	0.3686
	RTG	-1.66667*	0.3396	<u>0</u>	-2.7019	-0.6314
	CHADET	-1.60000*	0.35617	<u>0.001</u>	-2.6858	-0.5142
	FGAE	-1.16667*	0.3396	<u>0.02</u>	-2.2019	-0.1314
RTG	MCMDO	1.33333*	0.3396	<u>0.006</u>	0.2981	2.3686
	WISE	1.66667*	0.3396	<u>0</u>	0.6314	2.7019
	MCDP	1	0.3396	0.063	-0.0353	2.0353
	CHADET	0.06667	0.35617	1	-1.0191	1.1524
	FGAE	0.5	0.3396	0.684	-0.5353	1.5353
CHADET	MCMDO	1.26667*	0.35617	<u>0.015</u>	0.1809	2.3524
	WISE	1.60000*	0.35617	<u>0.001</u>	0.5142	2.6858
	MCDP	0.93333	0.35617	0.124	-0.1524	2.0191
	RTG	-0.06667	0.35617	1	-1.1524	1.0191
	FGAE	0.43333	0.35617	0.825	-0.6524	1.5191
FGAE	MCMDO	0.83333	0.3396	0.171	-0.2019	1.8686
	WISE	1.16667*	0.3396	0.02	0.1314	2.2019
	MCDP	0.5	0.3396	0.684	-0.5353	1.5353
	RTG	-0.5	0.3396	0.684	-1.5353	0.5353
	CHADET	-0.43333	0.35617	0.825	-1.5191	0.6524
*. The mean difference is significant at the 0.05 level.						

Source: Own field survey data (February, 2015)

4.2.2.8.3. Post Hoc Analysis on Practice of Empowerment Mechanisms among the Sample Organizations

As table 18, has shown that among the organizations there are statistically significant differences among WISE and RTG and FGAE with WISE and MCDP in order to practicing the empowerment mechanisms to their staffs.

Table 18 Results of Post Hoc Multiple Comparisons of Empowerment Mechanisms						
Dependent variable: Empowerment Mechanisms						
(I) Name of sample representative organization	(J) Name of sample representative organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
WISE	MCMDO	-3.5	1.6337	0.295	-8.4803	1.4803
	MCDP	-1.16667	1.6337	0.979	-6.147	3.8136
	RTG	-5.16667*	1.6337	0.039	-10.147	-0.1864
	CHADET	-5.1	1.71344	0.059	-10.3234	0.1234
	FGAE	-5.66667*	1.6337	0.019	-10.647	-0.6864
MCDP	MCMDO	-2.33333	1.6337	0.71	-7.3136	2.647
	WISE	1.16667	1.6337	0.979	-3.8136	6.147
	RTG	-4	1.6337	0.173	-8.9803	0.9803
	CHADET	-3.93333	1.71344	0.228	-9.1567	1.29
	FGAE	-4.5	1.6337	0.095	-9.4803	0.4803
RTG	MCMDO	1.66667	1.6337	0.907	-3.3136	6.647
	WISE	5.16667*	1.6337	0.039	0.1864	10.147
	MCDP	4	1.6337	0.173	-0.9803	8.9803
	CHADET	0.06667	1.71344	1	-5.1567	5.29
	FGAE	-0.5	1.6337	1	-5.4803	4.4803
CHADET	MCMDO	1.6	1.71344	0.934	-3.6234	6.8234
	WISE	5.1	1.71344	0.059	-0.1234	10.3234
	MCDP	3.93333	1.71344	0.228	-1.29	9.1567
	RTG	-0.06667	1.71344	1	-5.29	5.1567
	FGAE	-0.56667	1.71344	0.999	-5.79	4.6567
FGAE	MCMDO	2.16667	1.6337	0.768	-2.8136	7.147
	WISE	5.66667*	1.6337	0.019	0.6864	10.647
	MCDP	4.5	1.6337	0.095	-0.4803	9.4803
	RTG	0.5	1.6337	1	-4.4803	5.4803
	CHADET	0.56667	1.71344	0.999	-4.6567	5.79
*. The mean difference is significant at the 0.05 level.						

Source: Own field survey data (February, 2015)

4.2.2.8.4. Post Hoc Analysis on the Availability of Conducive Environment among the Sample Organizations

The existence of conducive environment within the sample organization as table 19 depicts, there is a significant level of differences between WISE and RTG. In WISE there is a fertile ground for women staff to develop their leadership competencies and the organization allows them to practice their skills in the leadership position, however in the case of RTG almost there are no women in the key leadership positions and the ground is not as such conducive for women employees.

Table 19 Results of Post Hoc Multiple Comparisons on Conducive Environment						
Dependent Variable: The Existence of Conducive Environment						
(I) Name of sample representative organization	(J) Name of sample representative organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
WISE	MCMDO	-3.83333	1.51101	0.146	-8.4396	0.7729
	MCDP	-1.5	1.51101	0.917	-6.1063	3.1063
	RTG	-5.00000*	1.51101	0.027	-9.6063	-0.3937
	CHADET	-4.8	1.58476	0.052	-9.6311	0.0311
	FGAE	-3.5	1.51101	0.22	-8.1063	1.1063
RTG	MCMDO	1.16667	1.51101	0.97	-3.4396	5.7729
	WISE	5.00000*	1.51101	0.027	0.3937	9.6063
	MCDP	3.5	1.51101	0.22	-1.1063	8.1063
	CHADET	0.2	1.58476	1	-4.6311	5.0311
	FGAE	1.5	1.51101	0.917	-3.1063	6.1063
CHADET	MCMDO	0.96667	1.58476	0.989	-3.8644	5.7978
	WISE	4.8	1.58476	0.052	-0.0311	9.6311
	MCDP	3.3	1.58476	0.324	-1.5311	8.1311
	RTG	-0.2	1.58476	1	-5.0311	4.6311
	FGAE	1.3	1.58476	0.961	-3.5311	6.1311
FGAE	MCMDO	-0.33333	1.51101	1	-4.9396	4.2729
	WISE	3.5	1.51101	0.22	-1.1063	8.1063
	MCDP	2	1.51101	0.77	-2.6063	6.6063
	RTG	-1.5	1.51101	0.917	-6.1063	3.1063
	CHADET	-1.3	1.58476	0.961	-6.1311	3.5311
*. The mean difference is significant at the 0.05 level.						

Source: Own field survey data (February, 2015)

4.2.2.8.5. Post Hoc Analysis of Leadership Practice among the Sample Organizations

The leadership practices that have been exercised within the studied organization as table 20 shows, there are statistically differences among MCMDO with WISE; WISE with RTG; MCDP with RTG.

Table 20 Results of Post Hoc Multiple Comparisons on Leadership Practice						
Dependent Variable: Leadership Practice						
(I) Name of sample representative organization	(J) Name of sample representative organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence	
					Lower Bound	Upper Bound
MCMDO	WISE	4.66667*	1.50936	0.045	0.0654	9.2679
	MCDP	4	1.50936	0.117	-0.6012	8.6012
	RTG	-0.83333	1.50936	0.993	-5.4346	3.7679
	CHADET	0.4	1.58303	1	-4.4258	5.2258
	FGAE	1.16667	1.50936	0.97	-3.4346	5.7679
WISE	MCMDO	-4.66667*	1.50936	0.045	-9.2679	-0.0654
	MCDP	-0.66667	1.50936	0.998	-5.2679	3.9346
	RTG	-5.50000*	1.50936	0.012	-10.1012	-0.8988
	CHADET	-4.26667	1.58303	0.107	-9.0925	0.5592
	FGAE	-3.5	1.50936	0.219	-8.1012	1.1012
MCDP	MCMDO	-4	1.50936	0.117	-8.6012	0.6012
	WISE	0.66667	1.50936	0.998	-3.9346	5.2679
	RTG	-4.83333*	1.50936	0.035	-9.4346	-0.2321
	CHADET	-3.6	1.58303	0.237	-8.4258	1.2258
	FGAE	-2.83333	1.50936	0.435	-7.4346	1.7679
RTG	MCMDO	0.83333	1.50936	0.993	-3.7679	5.4346
	WISE	5.50000*	1.50936	0.012	0.8988	10.1012
	MCDP	4.83333*	1.50936	0.035	0.2321	9.4346
	CHADET	1.23333	1.58303	0.969	-3.5925	6.0592
	FGAE	2	1.50936	0.769	-2.6012	6.6012
*. The mean difference is significant at the 0.05 level.						

Source: Own field survey data (February, 2015)

4.2.2.8.6. Post Hoc Analysis of Leadership Competencies among the Sample Organizations

In the case of Leadership competencies as table 21 shows, there are no any significant differences among the sample organizations.

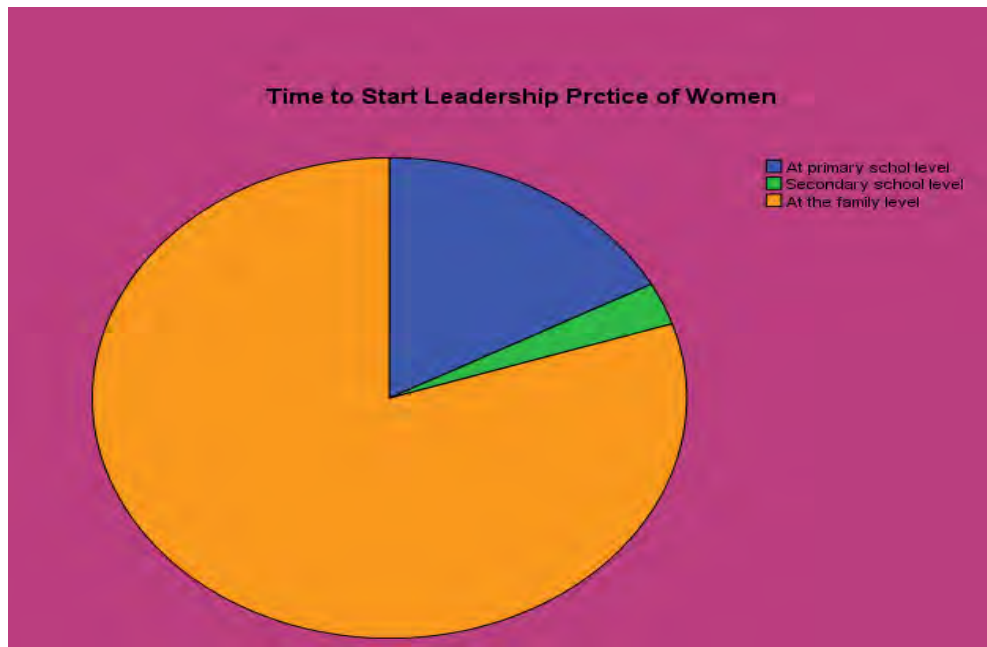
Table 21 Results of ANOVA Analysis on Leadership Competencies					
Dependent Variable: Leadership Competencies					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	154.638	5	30.928	1.894	0.126
Within Groups	473.533	29	16.329		
Total	628.171	34			

Source: Own field survey data (February, 2015)

4.2.2.9. Analysis of Women Leadership Practice Started

Question was forwarded to the sample respondents about where the leadership practice of women originates. 80 percent of the respondents said that leadership practice has to start at the family level. 17.1 percent of the respondents have said that it has to start at the primary school level and 2.9 percent of the respondents have said at the secondary school level. This shows that lots have to be done at childhood level if nations need to increase the number of women at higher positions.

Figure 9 Time of Leadership Practice



Source: Own field survey data (February, 2015)

4.2.3. Data Analysis of Key Informant Interview and Open Ended Questions

4.2.3.1. Leadership Journey from Inception to Present

The researcher believes that, the practice of coaching, mentoring and developing emerging leaders in the studied organizations depends on the background and experience of the top leaders. In this regard, questions related how the sample top leader informants reach on their current success was forwarded to them.

They all agreed that, the road to reach on their current position was not smooth. Having the endurance, perseverance, strength, courage, being a risk-taker and be committed contributed to their success. One of the informants mentioned that during planning he always uses the 50:50 approach, give more focus on the negative outcomes and reply the process to identify the mistake. Then he tries to take a lesson and strive for change even if a task is challenging which contributed to his success. In addition to this, he envisioned and is working to serve poor people especially disadvantaged group of the society; such as mothers and children so that they can live better and quality life. He believes and considers himself as one of a

change agent that could contribute to solve the disadvantaged. He also mentioned having the capability to identify skill, ability and competencies of his staff helped him to use their potential when required.

The other key informant was working about 30 years in the government office when she got the Director position. She has been working in the NGO sector for the last two years. As she mentioned, factors that contributed for her success included her big assignments and responsibilities from her first organization. Moreover, the support from her supervisors and the education opportunity for her second degree helped her to reach the current status.

The other key informants' profession is a Social Worker who said that working with the community for a long period of time contributed for her success. Besides, her father had major role in her life, as she observed him engaging in the humanitarian activities. Moreover, the leadership awards she obtained helped her to work more and more. The leader has been a winner of Sindu in 2013 and also a finalist of AWiB. Moreover, she is currently awarded, the 2014 African most Influential Women from the NGO sector from South Africa. She is also a Chairperson of seven African countries from the CSO sector under IGAD and also a founder of Sorptimist Club in Ethiopia.

For the last seven years, one of the key informants was working in the NGO sector. He previously used to work in various giant projects and different positions in different private and government sectors. His interest to contribute for the social service and the commitment that he has initiated him to join this sector. Before he joined this organization, he has been giving the voluntary services through consulting his previous Executive Director. These factors altogether facilitated to his current position.

One of the key respondents underlined that, her success relied on factors that are internal and external. The internal one is the efforts that she exerted and the support that she acquired from others would be an external factors. As she further explained, as a leader of her organization, she has been using her spare time and gives more time to her work. She added that, working only on regular working hour doesn't lead to success. Moreover, she mentioned that thinking and expecting the outcome of the work in advance gives strength. This also helps to raise individual's purpose and mission to work in NGO. Her capacity that

has been acquired through education and experience is also another factor for her success. She added that interest alone cannot bring any success if it is not supported by capacity.

Moreover, the contribution of the staff that she works with has great part for her success. As an external factor, she mentioned the donors who are supporting her work. As she explained, her organization has lots of donors because of its good reputation.

In general, all the key informants of this study are leaders who cited by the consortiums as a model because of their success in the sector. The commitment, time management, having good supervisors, exerting high efforts, passion, experience and family background are factors for the mentioned leaders' success. However, the question is, are they really capable on cultivating emerging leaders as their supervisors had done for them. All of them are even starting their journey from zero ground, but do they really allow less experienced individuals to work with them, especially in the areas that need responsibilities. Some of the key informants have mentioned that they don't want to give the position for fresh graduates instead to married and matured women; this is due to as they mentioned they are not ready to take responsibility as the top position. On the other hand, they don't want even to give the programmatic position for women staff who are married, as married have family responsibilities and are unable to stay long in field assignments. Even some of the interviewee leaders complained that, women are not competent to the higher positions. Unlike this group others complained that competent women are more mobile in searching of better environment. However, as highlighted by one of the key informants, the issue should not be on women having no experience as they can be mentored and coached. Therefore, the result of this study shows that instead of complaining about unavailability of competent women in the market, more emphasis should be given on staff empowerment.

4.2.3.2. Opportunities for Success

As a good lesson for emerging leaders, the leaders were requested to refer the opportunities they experienced. Accordingly, one of the leaders considers the challenge he faced in his leadership journey as an opportunity for his success. He said the new legislation of CSO,

identifying the existing situation within the community and also the magnitude became an opportunity for him for his achievement.

Likewise, the turning point for one of the key informant was in 1992 while he was working in Ethiopian Catholic Church that established the first HIV counseling center. At that time the issue of HIV was secret and most people did not disclose themselves. ART was not introduced as a result the center ended up having children in their hands. This sudden consequence led to children paying the cost of AIDS. As he mentioned, this intensified his feeling and establish the organization that he is currently working in. It implies that, knowing the magnitude, the intensification of a problem and passing through various challenges initiate most leaders to involve in situations. Therefore, due to their strengths and high efforts they managed to change challenges to opportunities and save the lives of thousands.

Being the first child of her family was an opportunity for one of the leaders. As the eldest child, she felt she had responsibility for her youngsters. She was the only women in her family and was much supported and coached by her mother; especially on her education. The other opportunity she mentioned was joining her first organization and given the chance to be one of its coordinators for the first census of Addis Ababa. The other thing that she mentioned was a leadership program given by Packard Foundation in America that helped her to be focused, look for opportunities and get directions for her success.

Passing through different responsibilities and positions, having good communication skill and commitment was an opportunity for one of the key informants. Seven years ago, a life threatening accident happened to the founder of an organization. At the time one of the key informants was working voluntarily with this organization and was committed and fully willing to continue the vision of the founder. Hence, his commitment and willingness helped him to achieve a success in his career.

4.2.3.3. Having Model for Success

The leaders were asked whether they have someone to consider as a model for their success. In this regard, out of six informants, two of them do not have any models. The other

informant has cited the leadership books written from economic, social and political perspectives as his model. On the other hand, three of the key informants who are women leaders mentioned their families as their models. Two of them mentioned their father and the other one mentioned her mother as the model for their success.

In this regard, most people have critically mentioned that absence of women model results for the low representation of women. However, from this finding one can understand that being a leader doesn't inevitably require having a model because; none of the leaders, under the study, have models from a position except their families. Therefore, having a leader model is not a necessary factor to be a successful leader.

4.2.3.4. Organizational Framework

4.2.3.4.1. Strategic plan Vs. Succession Plan

To determine whether the availability of conducive environment in bringing and fostering leadership practices within the studied organizations, assessing the organizational framework that enable to empowering women emerging leaders is a primary issue. In this regard, question was forwarded for the availability of strategic plan.

All sample studied organizations are led by strategic planning. Except FGAE's strategic plan the rest are revised and prepared every five years. However, FGAE prepares every three years. Question was forwarded whether they have inculcating and discuss the issue of succession planning for key positions in their strategic plan. This would be one way of checking whether NGOs are working on empowering emerging leaders to the key leadership positions. In this regard, the data obtained from the interview implied that MCMDO has been implementing its third of the five years strategic plan. WISE has reached in its third strategic plan of the five years. MCDP has been implementing its second strategic plan of five years. Currently they have secured funds from donors to prepare their third strategic plan. RTG is in its first strategic plan/document that they have been implementing from 2011 to 2015. RTG have also secured resources to prepare its second plan in this year and are on the preparation stage. CHADET is implementing its fourth five year strategic plan which started in 1998. FGAE is in its sixth strategic plan which is currently being

implemented. Previously they were preparing their plan every five years but, the last one was prepared for three years from 2013 to 2015.

Consequently, a key finding from the interview shows that none of the organizations that participated in the study had a formal succession plan for any of their key positions and did not inculcate in their strategic plan. Out of six, three of them reported as they do have an informal succession plan for their key positions. All except one have mentioned the importance of having and practicing succession plan as a determinate factor for the success of the organization. It is a plan for human resource in promoting one step or it is a replacement plan in case of the position holder leaving the position. But in this sector, the situation does not allow and is impossible to think about it like other sectors. As some of interviewee explained, NGO are like a cash crop sectors since the implementation of projects are based on fund availability and is difficult to have the succession plan as one of their strategy. The other key informant noted that, having succession plan is possible when there is permanent, higher and visionary structure otherwise it doesn't work in the NGO sector. It is not even possible to have long term succession plan because of the nature of the work is project based. The other participant has also informed that, they have a concern about who is going to substitute them in case of uncertain situations. Since, they consider their organizations as their own due to the efforts they invested upon. On the other hand, one of the key informants did not agree with the availability of succession plan as he believed having organizational system is a prior concern than a succession plan. For him, if there is a well-structured and strong system, one can bring any competent person to the position without the interruption of the organizations' activities, as the system guides the new entrants.

Incidentally, question to indicate the gender composition if there is a succession plan in the sample organizations was forwarded to the employee of the sample organizations through questionnaire. Accordingly, 22.9 percent of the respondents responded that they have succession plan. Out of the thirty five respondents, three participants from three different organizations (8.57 percent) stated that they have already identified women and men in their succession plan. The aggregate number of women and men planned in the succession plan from the three organizations is 11 and 25 respectively. On the contrary, as per the data

obtained through organizational assessment, key informant interview and close ended part of questionnaire almost all organizations do not include succession plan in their strategic plan. Moreover, according to the key informant interview, all Executive Directors believe the importance of succession planning; however they don't put it on a paper formally though some of them used to have it in informally.

Table 22 Availability of Succession Plan

Description	Frequency	Percentage
Availability of succession plan	8	22.9
Unavailability of succession plan	27	77.1

Source: Own field survey data (February, 2015)

The participants were also required to list key reasons for no or less number of women in the succession plans for key senior leadership positions. The participants stated limited qualified women applying for key positions (qualification) due to minimum opportunities, limited exposure and experience and having multiple responsibilities led them not to succeed more in academic achievements. They further explained that, bringing women in power and leadership position is a recent experience for the organizations and as a new direction they have less or no women in the leadership position. In addition, the participants argued that, the high mobility nature of qualified women staff become very challenging to consider them in the succession plan for senior position. Besides, they explained that the high competition from international organizations to employ competitive women and high requirement of salary led to not having women in the succession plan at the top position and also financial insecurity of study organizations would be stated as a reason for less consideration of women staff in the succession plan.

Additional question was also forwarded for the respondents of the questionnaire if the organizations have and uses succession plans, how it complies with fairness and open competition. In this regard, 28.57 percent of the sample respondents replied and 20 percent of them mentioned they never heard of succession plan in their organization. However, if

there is any, they believe it will be fair and open for competition as there are many strong and qualified persons in the organizations. One of the participant from MCMDO further explained that, unlike many local NGO's, with its limitation, the organization tried to establish a system that foster room for staff to be empowered and compete among themselves in healthy and positive ways. On the other hand, 40 percent of the participants replied that, the criteria for selection candidates is based on individuals' leadership qualities, educational background, work experience; results on performance evaluation, competition through internal vacancy and other qualities of individuals are also taken in to consideration. 20 percent of the participants replied that, it is clearly depicted on their Human Resource Policy Guide Line and Manual: if women and men have scored equal results priority is given for the women. 20 percent replied that based on equal opportunity. According to the responses through questioners and key informant interview absence of women from job competition would be one factor for the less number of women in the leadership position. Consequently, having a fair competition is doubtful even for organizations that aspire to work on equality of women and men.

Table 23 Fairness and Open Competition

Description	Frequency	Percentage
No succession plan	2	20
Individual qualities, educational background , work experience, based on performance evaluation and through internal vacancy	4	40
By providing equal opportunity	2	20
Based on the organizational policy and manual	2	20

Source: Own field survey data (February, 2015)

The participants were also asked to list key reasons their organizations do not have succession plans for key senior level positions, if that is the case. 47.5 percent of the participants replied that, knowledge gap, giving lack of attention and time to the issue, ignorance from the top leadership, organizational capacity problem, and unavailability of a

structured practice and absence of formally documented manual. Since succession plan requires detailed structure of the entire organization from top to bottom, the organizations failed to give much emphasis to it. Moreover, organizations are not ready because of less practice in succession plan, lack of awareness on leadership, instability of staff members who are part of the succession, 21 percent mentioned unavailability of dependable staff for succession, as it is an emergent thought and needs broad scope, less capacity and development of the organizations. Some of the respondents also replied that, succession plan requires budget and responsible people who aspire to take position which is different from the reality. Most activities in NGO sectors are most urgent required by donors and is project based where staffs leave the organization at the end of the project period. 21 percent stated that lack of prior plan to the issue and 10.5 percent replied that they don't have any idea about the reason. These organizations are selected as sample representatives based on their well-structured system, big size and their success. Thus, as per the findings from the questionnaire, if these organizations still have problems in the organizational structure and system, it needs further investigation on the practice of others who are performing at a macro level. In this case it is more questionable to expect them as a development partner beside the government in order to empower women at the leadership positions.

Table 24 Reasons for not Having Succession Plan

Description	Frequency	Percentage
Knowledge gap, lack of attention and time, ignorance, absence of proper organizational structure	9	47.5
Staff mobility, lack of broad scope and lack of budget	4	21
Lack of plan of succession plan	4	21
I don't know	2	10.5

Source: Own field survey data (February, 2015)

In contrast, if the organizations do not have or follow formal succession plan, the respondents were required to list methods used by the organizations to prepare newly hired individuals (from within or outside of the organizations) for key senior level positions. In

this regard, almost all of the respondents replied that, the sample organizations have used as a mechanism to hire individuals with a competitive bases these include; following formal procedures of human resource manual in the organization and using procedural recruitment process. Some of them also mentioned that special offer for specific types of positions and head hunt methods are used to hire new staffs. Very little respondents replied that, job performance and departmental mentoring are seen as major criteria to promote existing staff. This implies that, almost all of the organizations have used competition through internal and external advertisements instead of providing opportunities for the existing staffs through various mechanisms. Therefore, it shows that, most organizations are inclined in inviting new bloods to the organization instead of maintaining the existing and experienced staffs.

Even if they are not practicing succession plan formally in their respective organizations, question was forwarded to the key informants to provide their opinions as a challenge and prospects in the process of executing the strategy of women's succession plan in their respective organizations. Accordingly, they stated the following:

- The work of NGOs are project based;
- Staff mobility, especially women staff;
- The low salary scale of local NGOs. Due to this even if the leaders exerted more efforts on them, especially competent women staff may leave in search of better salary and opportunities in international organizations;
- The fear of the founders to transfer their organization to others as they consider their organization as their own and fear that it may fail;
- Lack of a person who are committed to sustain the vision and mission of the organization;
- Small number of competent women in a higher decision making position;
- The donors' requirement to assign key positions to capable women; however it is difficult to get.

Their opinion as the prospect of having succession plan is that, the succession plan enables the organizations to sustain the culture and tradition of the organization as it is. It also minimize the time that would be spent for orientation. The three key informants who are

women NGO leaders and informants from CCRDA similarly noted that having women in succession plan and bringing them to the position is very critical since women are committed, responsible and less corrupted. Moreover, two of the key women informants witnessed that, women are more capable to accomplish multiple tasks simultaneously than their men competitors. According to one of the male key informant, women in his organization are more capable than men in terms of personality, taking responsibilities and leading others. On the contrary; one of the key informants from the consortium mentioned that, even though there are leaders that considers the organization as their own and accept the issue of succession plan, they always complain that the new generation is not committed and willing to take responsibility.

Moreover, one of the key informants explained the advantage and disadvantage of having succession plan. As an advantage, person who goes through this process is very useful, even if it is for a short period of time (project life), but the disadvantage is that by the time the person is ready for succession plan and became a good candidate for the position, he/she would be bored and dissatisfied. Moreover, they think of having position within six months or within a year and when this is not fulfilled they would feel demoralized and start to look for another job. In addition, they may think that there are no other possibilities after reaching a certain upper position. The other demotivating factor for not having a succession plan is that, they don't have five or ten years sufficient resources and resource allocation becomes very difficult.

They were also requested to mention as the challenges and prospects that come from donors from policy perspectives, due to the personality of the women themselves and the readiness of all emerging women leaders to make use of the opportunities created.

All of the key informants agreed that, donors prefer to see women in their program and are also influenced to get gender sensitive reports. In this regard, question was forwarded to one of the key informants on how the donors perceive his organization since there are no women representatives in his senior level management committee. He responded that, this has led the donors to automatically quit their relation with his organization.

In case of policy matters, all the key informants agreed that there is no policy problem in the country instead of its implementation. In the case of personality and their acceptance of top position the key informants replied that, except two all agreed that all women are absolutely ready to accept the position. However, two of the women respondents said there are women who are not willing to compete for higher positions and pass their chances to others especially for men competitors due to lack of self- confidence. Moreover, one of the key informants replied that, the problem that their organization has faced to bring emerging leaders is that, since most of their field offices are found in remote areas, emerging women leaders are unwilling to accept this hardship.

In general, it implies that, the availability of succession plan deals with the availability of strong system and well planned structure within the organization. Therefore, having a system doesn't relate with budget. One of the most important approaches for the successful succession planning is having a coaching and mentoring program within the organization. Promoting people from within the organization offers the advantage of more hope to insiders. Not having succession plan may frustrate the employees and would be one of the reasons for mobility. Therefore, if the organization needs to retain their staff, they need to give more emphasis and concern to the issue of succession plan. Most participants agreed that, succession plan is more important in the NGOs sector than others. This is due to the fact that, the works of NGOs are more on societal concern and welfare activities. Besides, their vision is also more or less related with this concern therefore, in continuation of this vision, the resources, the lessons, the good practices and experiences that the NGOs have, practicing succession plan is a must in order to have good transition without interruption. In this case; out of the six key informants of NGO leaders, two of them (men and women) came into the position with competition; both are externals and the rest are founders.

Out of the two, the women leader who passed competition for her position said that major donors were favoring her ever since she hold the position as they were in need of having women leaders. In the case of men leader, the transition period was very challenging for him. He mentioned that two donors automatically dropped their relationship with the organization. From the beginning, his organization's relationship was not institutionalization

and donors lost their trust. They were the major donors who covered the capacity building program of the organization and the salary cost of some staffs. As the result, financial problem and lack of competent staff highly affected the organization. In this case, if there was a succession plan and the donors are already aware of it, things may be positively different. Uncertainties, such as forced majeure will suddenly disintegrate all the efforts and good will of the organization. From these responses one can concluded that, succession plan is about system not about budget. Hence; organizations need to focus on having a system and a structure as these are backbone for the successful achievement of an organization.

4.2.3.5. The Relationship between Organizations and their Consortiums

To identify the governance relationship between consortiums and member organizations, the consortiums were requested whether they have a formal /informal mechanism to assess the availability of succession plan strategy for emerging women leaders in their member organization and their involvement in providing leadership development training for the NGOs. They have responded that, before the global crisis and under the leadership forum, CCRDA has been assessing the members' capacity in terms of system, strategic plan, manuals, and the overall activities in that organization as prior to accepting them as a member. During this assessment, having gender sensitivity in the organization is one of the criteria to be observed. But currently due to financial problem, they don't have such activities. Besides, the forum used to provide leadership development training and transformational leadership, though these were not conducted as before. In the case of women Forum, there is no program to assess the strategies of NGOs. In the case of UEWCA, currently they have a plan to conduct organizational leadership assessment; this is for the sake of investigating women representation not only in NGO sector but also in public and private sector. Therefore, according to them, they will intervene after the result of the assessment. This implies that, there is no governance relationship in terms of gender composition, assessing the strategies of the organization related with succession plan and women emerging leaders between the consortiums and member organizations.

To assess how the consortiums evaluate the existing policy related with women empowerment in leadership position with the actual practice in the country and the opportunities of having such policy in bringing emerging leaders question was forwarded. Accordingly, one of the key informants informed that, policy is a political framework and the reflection of the approach that the country has followed. To make the policy effective, there has to be a strong implementing body however; there is no such body. The Ministry of Women, Youth and Children Affairs is assigned to implement the policy but their capacity to achieve is still questionable and even they give the priority to political agenda, since they are politically affiliated. They don't even stand to solve the problems of women let alone working on leadership. Similarly, the other key informant noted that, the policy is not developmental. Besides, it is women policy not gender policy but to solve the existing problem having gender policy is critical. In general, they all agreed that, having the policy by itself is an opportunity; since it serves directly or indirectly as a policy ground. However they all underlined there is an implementation gap in the existing policy.

4.2.3.6. Empowerment Mechanisms

Question related with the mechanisms / methods that are using to empower women staff to leadership and decision making position within the organization was forwarded. Accordingly, one of the informants responded that, they are empowering women by letting them participate in every situation that needs decision for a practice and scale up their decision making capacity. This is by providing them assignments and also sending them in mission based trainings. One of the informants has mentioned that they don't have any practice in this regard so far within the staff and made efforts on university students. The informant further mentioned that, the staffs are currently complaining how to share the experiences of their leader in the form of training. The other informant mentioned as the mechanisms to empower their staff is that through coaching, mentoring, providing training opportunities and providing equal opportunities to men. The other participant has also mentioned that she trained her women staff how to change and use their tone as she believe the body language, the eye contact and the voice has also influenced others. She added that as empowerment mechanism she has send her staff in various meetings representing her and

also encouraged them to present about the organization in front of donors. Supporting them to use their inner capacity through delivering different assignments, having forum for sharing of ideas, showing direction and also used –Eagle”; while train the children how to fly; as an example for his leadership practice would be mechanisms used by one of the key informants. One of the other key informants has also mentioned that, the management committee meeting of the organization has chaired and led by in rotation. Therefore, in this way, the key informants have used mechanisms to empower their women staff to a higher position. This implies that, the sample organizations do not have formal empowerment mechanisms to enhance the leadership capacity of their employee that enable them practice and develop the skill of leading others. In this case while the organizations are in need of having skilled women, they need to begin their work from within instead of searching competent women from the external world.

The data obtained from the questionnaire about the mechanisms that put in place for developing emerging women leaders in the study organizations stated that, almost all of the organizations have built the capacity of women with leadership trainings creating opportunities such as; representation, delegations, short assignment, mentoring and coaching women to qualify for leadership positions. Besides, some of the organizations have used as a mechanism such as; encouraging and creating opportunities to arrange and manage all meetings, trainings and panel discussions to develop their self-confidence. In addition, mainstreaming the gender issue throughout the organizations, give recognition for women's potential as well as establish arena in which women can exhibit their potential also identified as an empowerment mechanisms by the respondents.

Table 25 Availability of Women Focused Program

Description	Frequency	Percentage
On the planning stage	2	28.57
Training, experience sharing events, scholarship opportunities, availing gender policy and sending them in meetings	5	71.43

Source: Own field survey data (February, 2015)

In specific terms, to assess the availability of programs that design to empower women staff, question related with this program was forwarded to the respondents; consequently out of 35, 7 of them answered this question. 28.57 percent of the respondents replied that their organizations are on the planning stage for designing women focused programs. Alternatively 71.43 percent of them replied there are some programs which include; trainings, experience sharing events, providing scholarship opportunities, availing gender policy and meetings at all levels.

In general, to assess whether the employees of the sample organizations have found the opportunities to get leadership development training as one of the empowerment mechanisms, the employee respondents were required to mention whether they have given leadership training, and if it is the case how often. In this regard, out of the 36 respondents only 19 (47.37 percent and 52.63 percent were women and men respectively) respondents have participated in various trainings and out of these 15 of them provided opportunities to participate in trainings specifically related with leadership including leadership development training, transformational leadership, leadership and management training, women in leadership, effective leadership and management , leadership in higher level education, leadership and leaders, leadership and organizational development, basic concepts of leadership and management, ethical leadership, community leadership and others from one time to six months in a continual bases as well as up to Diploma level within the country and also at global level.

Table 26 Methods for Assessing Formal/Informal Training

Description	Frequency	Percentage
Through performance evaluation	5	20
Skill gap assessment	4	16
Training need assessment	9	36
Discussion with the staff	7	28

Source: Own field survey data (February, 2015)

Questions related with how the organizations assess and determine the need of formal/informal training and/or mentorship was forwarded to the sample respondents of the questionnaire. Accordingly, 71.42 percent of the participants responded this question. Therefore, 20 percent of the respondents replied that their organization assess and determine the need of formal/informal training and/or mentorship through performance evaluation, 16 percent of them replied through skill gap assessment in the form of various mechanisms including observation and work output. In addition, 36.36 percent of the participant responded that based on training need assessment. 28 percent of the participants replied that, it is based on discussion with the staff, the guideline of the HR manual, the challenges that the organization has faced and the lesson learned, through interview, the training profile of the staff and based on staff review meetings. They further explained that there are more informal trainings than the formal kind of trainings. In this case, more or less there are similar practices among the organizations of the sample representatives.

Question related with how many women and men have been identified and got formal and informal training and mentorship so far was forwarded to the sample employee through the questionnaire. Out of the 35 respondents 6 of them in aggregate replied that, there are 23 women and 36 men and 12 women and 11 men were provided formal and informal trainings respectively. This shows that, mentorship is not practiced as a mechanism to develop the capacity of the staff. On the other hand, one of the respondents replied that, almost all staff of the organization has got opportunities for training in different times at various levels.

To see the exercise of power on whose hand and evaluate the practice of leadership in using delegation as a means of empowerment mechanism, the researcher has forwarded question related with whether the leader of the organization delegate someone in his/her absences. In this case, all of the sample organizations have delegated the most appropriate person who knows the organization well and can cover the leadership position in their absences. In this regard, the top leadership next to the Executive Directors would be assigned as a delegation. In the case of WISE, all senior managers would be delegated by rotation; all of them are women. In the case of MCMDO, previously it was men in constant terms, but now women from the top positions are delegated. At MCDP, since there are no women in the top management and leadership position, the delegates are men which is true for RTG and

FGAE. In the case of CHADET, according to the organizational constitution, the head of programs is the one who is usually delegated irrespective of their gender therefore currently; the position is hold by men so that the delegatee are men. Even if the data from the questionnaire and the key informant interview showed that, delegation is as one mechanism to empower and put emerging women in leadership positions. The reality showed that except one organization which purposely delegates women staff as one of empowerment mechanisms namely; WISE, the rest organizations do not deal with women in order to delegate emerging leaders in case of absence of the executive director.

Finally, to assess the influential nature of the leaders in bringing capable women, question about to what extent the leaders of the organizations are influential in order to empower and bring capable women to the leadership positions. Thus, almost all of the respondents explained that, the leaders are influential in-terms of authority and brought capable women in to the leadership positions. Especially, the participants of MCDP and WISE depicted that, the leaders of the organizations are very passionate and committed to support and bring women staff. This is due to considering and favors the participation of women in the leadership position. On the other hand the respondents have also required discussing on what extent they believe that the leaders of the organizations are not influential. In this case, respondents from FGAE replied that, since decision is made by the management and board, the role of the Executive Director is very low to bring possible difference in women staff. They also further explained that, the less number of women in the top position would be one of the results of the low influential ability of the leader. But even if they are influential, in the case of MCDP, this assumption will not work; since the composition of women in the top management is almost none.

4.2.3.7. Organizational Achievement in terms of Leadership Practice

To assess their leadership practice and trend in terms of gender composition, developing emerging leaders and the availability of a program related with women empowerment, question was forwarded to the key informants. In this regard, one of the key informants mentioned his leadership journey related with women staff is full of challenging. Under his organization they have a women focused program and he wished the program is led by

women. He also aspires to see his position is replaced by woman leader. But he noted that, the problem is, he is unable to find competent women, even if found some are more mobile. He further mentioned that there are capable women who can perform their assignments effectively but, being deliverables and leading others are totally different. Thus, he conducted a research and put the challenges that his organization has faced into two separate ways: the first one is, there are some capable women who are more skilled, but they are not willing to work in such organization like theirs because they prefer organization that can pay them better. He also mentioned that, they were trying to increase their salary scale but they are unable to do so because of the 70: 30 regulations. The other reason is that, the existing situation and the struggle with the men staff of his organization. As he further mentioned, most men staffs are not accepting the issue of gender equality and also not convinced with the ability of women.

In the program department, he doesn't encourage a women leader because it really requires frequent travel to field areas. If they have children, they would be unable to leave their children and go to the project area. On the other hand, for higher position, he has a stand of recruiting women who already have their own families. This is due to the fact that, they are more responsible (ready to take responsibility) and have sense of responsibility when managing others. He also further mentioned there are many youngsters and it would be possible to bring them in a position but, for higher position his organization give more value for sense of maturity in terms of age and also marital status; since at this leadership level sense of maturity really matters. To some extent as he mentioned, he has not found very easy to bring the fresh graduates, he believes that they have specialties but when it comes to leadership it requires more time to build their abilities. In general, lack of synergy among the staff is becoming more challenging for his leadership practice. One of the women informants has informed that, her organization has developed a curriculum for leadership training and established a learning center for adults and young people who are the target groups for their organization but, it is not for their staffs. On the other hand, one of the informants believes that, she is one of gender advocator and also believes as being a woman, she want to contribute and work on women. When she mentioned the leadership practice related with women in her organization is that, there is a ground rule that all staff abide with;

this rule starting from the word that they use , if he/she is undermine women, that person would be penalized.

In the case of gender composition, currently the organization has women staff at the officer level but not at the top leadership, but those are not competent to come in the top decision making positions. The reason for not having at the top position as she mentioned is that competent women are more required by the international organizations; therefore they are more mobile than others. As she further mentioned, sometimes there are more women staff than men in the organization and other times vice versa. In the case of competent women staff the international organizations have creating a trouble for the local one since; this issue is indicated by three organizations out of the six.

Unlike others one of the key informants has described that, in his organization, most women have promoted from project coordinator to the director positions. In the case of the separate program to empower women staff would be; as the informant said personally he doesn't believe that women have to get a position for the reason that she is a women rather she has to be competitive and capable. Moreover, his organization has empowered lots of women and even currently they are under the process for promoting women emerging leaders from the lower position to the higher.

One of the informants has mentioned they have included gender sensitiveness of his organization in the Human Resource Manual. In the cases of advertisement, they have encouraged women to apply but out of ten or eleven candidates, they may not get a single applicant. He further explained that, in the case of competition, if both men and women competent scored the same result, they give priority for women. However, they have an interest to have more women staff, since they have a program that they are working on women beneficiaries. Even if that is their plan, competition still matters.

Unlike others, one of the women leader underlined that working on women staff as a leader required determination in her organization. She believes that, 75% of the staff has to be women; she doesn't accept the concept of 50:50. Currently the organization has about 120 staff and 80 percent are women. This informant criticized other NGO leaders who have said we don't get competent and capable women to hire. But this informant affirmed that, the

entire top except one position under the Executive Director is led by women; this is done consciously. The informants has also believe that, there has to be a commitment on the time of recruitment because if women are a little bit less competent than men, the chance has to be given for them since they are passionate to work; and the next step would be how to coach and enhance the skill and the capacity that they have. She further explained that, the sector requires more commitment and passion; besides, as a local NGO, they are unable to pay more salary, therefore, in this regard, they need to find people can work with passion so that the women are.

Table 27 The Contribution of the Top Leaders

Description	Frequency	Percentage
Promising efforts are exerted	13	59.09
There is no formal way of doing	3	13.64
There is no significant attempt	3	13.64
There are some but need more efforts	2	9.09

Source: Own field survey data (February, 2015)

The employees of the representative organizations have also requested to describe the contributions that have been done by the top leadership in order to empower emerging women leaders. Out of 35, 22 (62.86 percent) of them responded to this question. Accordingly, 59.09 percent of the respondents replied that there are promising efforts exerted by the top leadership in empowering emerging leaders in the form of indicating direction, creating higher education opportunities, mentoring in personally and professionally, providing formal and informal trainings to fill the existing gaps; this is especially done the organizations lead by women Directors, arranging experience sharing events, appreciating what has been done by the women staff and rewarding them, through mentoring and coaching and by fostering a conducive work environment to women staff and also creating equal opportunity for both men and women and women candidate takes the position if two candidates of different sexes get equal scores. On the other hand, 13.64 percent of the representatives replied that, there is no such formal way of doing in the

organization to empower women to the leadership positions. However, in one way or another competitive woman have been acquiring posts in the organization. They further stated that while new vacancies are advertised, the organizations clearly state its priority to women applicants. However, despite such trails there is no any other effort to bring women in to the leadership positions. Moreover, 13.64 percent of the respondents mentioned that, there is no significant attempt done by the organizations and it is limited contribution. Besides, 9.09 percent of the respondents described that, even if there are some attempts and the top leadership accepts the idea however, much more efforts required in implementing in the actual terms.

To assess the availability of effective attempt to build the leadership capacity of women staff question was forwarded to the key informants in this regard.

In the case of MCMDO, as the leader cited as an example, one of their staff who was a cleaner when she joined the organization now she has reached up to the level of property administrator. This was done, because of her efforts in updating herself and the moral support and encouragement of the organization. There are also others when they start with the officer position but now they reached on senior level manager positions. The key informants from CHADET informed that, previously, they don't have any attempt to empower their women staff but now they planned a package called training and capacity development package for female staffs focusing on selecting women from the project areas and developing their project writing ability and improve their capacity. Prior to that, they have a plan to conduct need assessment within the staff.

In the case of FGAE, there were time that they faced a lot of turn over from their Finance Department, when they see their internal capacity; they have found one of their staff who was serving for the last ten years at branch and head office level. When they assessed her gaps, she has technical capacity but lacks managerial. Then, they have announced the internal/ external vacancy and encourage her to apply for the position of Finance manager. The first candidate was not agreeing on their salary offer and the position was finally given to her. Would it be possible to say this as an attempt of empowerment, because she has passed all the process without the support of the organization? Therefore, this implies that there is no effective attempt that has been done to empower women staff. In general, even if

they have said that they have tried, it is possible to say that except two the other organizations do not attempt to capacitate and build the leadership abilities of their women staff.

4.2.3.8. Key Leadership Position Vs. Gender Composition

In the case of MCMDO there are five key positions namely; Operations, Public Relations, Humanitarian Response Program, Program and Finance. Except program, all positions are led by women staff. In terms of gender composition, there is more representation of women in the top management positions as well as in the board. The ratio would be 4:1 in the top management 3:2 in the board of women and men respectively.

The key positions in CHADET are Head of Administration and Program Support; these positions are second in command under the Executive Director. The Head of Administration is led by women and the Head of the Program is by men. Under the two there are Finance Manager and Human Resource Administrator both units are led by women. There are three women at senior position level. Therefore, currently as senior management staffs there are two men and two women. In the case of gender composition of the board, there are two men and three women.

In the case of FGAE, according to their organizational constitution, women has to be 50+ and youth has to be 20+ out of this 15 are women. Therefore, the board is composed of eleven people and out of this, there are seven women (two youths and five are adult women). The key leadership positions in the organization is Finance and Administration; led by male, Organizational Development and Management; male, Program; male, and Monitoring and Evaluation Director; women. At the top managerial level there are four directors, one is women the rest are men.

In the case of MCDP, there are four key leadership positions; which are Program, Administration, Finance and IGA Support. There are six women in the middle management level, out of the six two managers and four coordinators are women. In the core management group, they have three men and only one woman. In the board, there are two women and three men.

RTG, they have two key positions; Plan and Program and Admin and Finance both are under the Executive Director. The core management group of the organization is composed of three people; all are men. There are seven people in board; out of this two are women.

The core department and the key leadership position under WISE are Training and Business Development, Institution Development, Finance Department, Learning and Strategic Partnership and Monitoring & Evaluation Unit. There are 13 people at the core management level; their number is large due to the intention that to participate the representation of people from the lower level staff. Out of this group three are men the rest are women. The board is the composition of seven people and all are women. It implies that, in the three study organizations there are more and equal number of women in the top leadership positions. However, in the rest three there are less and even no women representations. Question as the reason for the less representation of women in the top position were forwarded to the employee of the organization through questionnaire. In this regard, there is less number of women in higher level positions at the study organization of MCDP, RTG and FGAE. The respondents were mentioned as the reason was that, due to the less representation of women at officer/expert level, they are small in number and even not competent to assume in leadership position as of now, the organization lacks gender sensitiveness during recruitment and appointment of employees, the policy of the organization do not give due emphasis to the matter, less number of women applicants for higher positions albeit there are some they are less competent and being afraid of coming in leadership position, English language is a requirement for higher positions so that most women have less language skills moreover, comparatively less opportunity in getting qualified and experienced women leaders. In addition, they further explained that, there is less tolerance for women performance gaps than men, even having the same capacity, men are chosen.

4.2.3.9. The Reason for the Less Representation of Women in General

Question to describe their opinion as a reason after all these national and international efforts, the number of women in a leadership and decision making positions including in the NGO sector is still low and what have been the contributions of the consortiums to improve

the low representation of women. As one of the key informants described, she is not sure about there is efforts and involvement at the national level to bring and capacitate women in the leadership position; because, most of the efforts were conducted on the way of talking instead of working in practice. Accordingly, all informants mentioned the following as reasons for the low representation of women:

- The existing practice in Ethiopia in terms of education and responsibility, the school enrolment at the elementary school level is very low, even if some have reached in the high school or university level; the dropout rates are very high; even the status of the university graduated the number of women is still very low.
- Socio cultural background is one of the back taking reasons; the perception of the society, the way of our civilization, and the low level of education aggravated the women problem.
- There is a women policy but, the strategy and the policy that the way responding to the problem is not sufficient and it is a bit political instead of developmental. There is a worldwide criticism that the designing and implementing the policy is for the sake of show. The strategy that the country follows even excludes the involvement of men. Since the power, the resource and the access is accumulated in the hands of men only, it is critical to have gender policy instead of women policy.
- To reach in managerial and leadership position time would be one factor
- The work and practice of gender issue becoming a means for getting funds; people in a position would tall tale the donors to secure funds in the name of women, but in reality there is some work in the ground.
- While the women who are already in a position addressing the issue; they always using the word and pointing on women instead of putting themselves and saying "I am that women"
- The Gender issue is the issue of economic, social and political issues, but currently it is becoming only the political instrument.
- In the case of NGO leaders, they are leading because they got chances through different challenges and opportunities. Most of them are self-appointed and not coming because of competition. In this regard, they are not interested to transfer the

position as well as their organization for others. Therefore, they don't have the expected qualities and competencies of leadership.

As a contribution of their consortium, they have explained that Currently CCRDA has changed its leadership capacity development strategies, through establishing a forum under the leadership of a steering committee. According to the key informants, the committee has conducted a sample survey to test the leadership capacity of members. Accordingly, they have found out three major gaps; the sector lacks leadership competencies, accountability and weakness on image building. Therefore, the forum is on the way to conduct the assessment in a large sample using 360 degree assessment technique. But, CCRDA in general and its leadership forum in particular do not entertain women leaders separately. The women forum previously called the gender forum has been working more in this issue, but after the new legislation their involvement becomes very limited. Under this forum there are 90 NGOs who are specifically working on women. Therefore, they have created opportunities for member organizations to share their experiences and build their capacities. According to the key informant from UEWCA, capacity building activities in leadership through various trainings has been given to member organizations.

4.2.3.10. The Contribution of NGOs in General

To assess the contribution of NGOs in bringing women in to the leadership position, the key informants of NGO leaders and their consortiums were required to describe their perspectives on role and contribution played by them since they are described as a change catalyst, promoter of women empowerment into decision making by different multilateral and international actors. Accordingly, except one the rest of the NGO leaders do not agree on their contribution as it is insignificant. However, one of the women leaders witnessed that NGOs are undeniably working on women to show up in the leadership position as it is the case applied on her. She is counting the opportunity given to her in the form of training abroad as one of the factors for her success to reach her current position. Moreover, on her previous governmental organization she chaired a taskforce working on leadership. This taskforce embraced a group of people who represent from NGOs working on leadership,

university teachers and other government bodies from Ministry of Health. During this time, the committee contributed more on women and youth leadership. She also mentioned that, women are getting promotion in the sector; even if it is one criterion to get funds from donors. In this regard, she has mentioned the practice of the donor of her organization who does not allocate funds without more representation of women in the board.

As the reason for their less contribution, one of the informants explained that NGOs working in Ethiopia expects to contribute in this regard; even their number is very far to compare with the population. In the case of Ethiopia, there are between three to four thousands of NGOs but when we compare it with Kenya there are around 40 thousands. Moreover, the other informant noted that, they are not working at all, since the leaders are the product of the society which requires change of the society's attitude as well. He further explained that his thinking before ten years back and now totally different but he still observes the problem in his work mates and also as he mentioned, making their work gender sensitive is a requirement by their donors and visitors too.

Likewise, one of the informants has also mentioned that, whether they like it or not to get funds and acceptance from donors, the environment forced them to work on women staff. However, she underlined that, even if they did not directly contribute, leadership in government is purely politics and a routine work, but here the work is always new and challenging that helps them to update and empower themselves. Similarly, the other respondent explained that, NGOs have brought big changes on the community, but when it compares with the work on the staff is insignificant.

On the other hand the other informants respond that the sector doesn't have different strategy to bring and empower women to the position. Compared with other sectors the number of women representative in the sector is visible and very high; especially NGOs working on women related activities are mainly performing by women led organizations.

In the contrary one of the leaders explained that, women visibility in the NGOs are better than the other sectors because of the availability of self- appointed women and not because of the contribution done by other NGOs. Further the leader critically underlined that there are NGOs who were established for the true purpose and are others establish for money and

the sake of employment. In such kind of NGOs there mission statement and their implementation is totally different. They are serving for survival let alone working on empowerment but, the sector required some degree of passion and commitment since the ultimate objective is to change the life of the society. Therefore, it would be difficult to say all NGOs striving to bring women leaders.

The same questions were forwarded to the key informants of the consortiums. As the contribution of NGOs described by them, both consortiums agreed that NGOs are really change catalyst. It may not be exactly to bring women into leadership, but in terms of economic empowerment they are doing lots at the grass root community level, in this case, the government has also followed their footsteps since all the current developmental activities are piloted by them. They further explained that, irrespective of the new legislation, they have brought a worldwide experience to stand and bring solution beside the government, since the government has a lot of assignments and responsibilities they are working as they are expected at the community level but in their staff still more is needed to achieve. The leader of one of the consortium underlined that, in the case of their staff, providing opportunity through training is one of the mechanisms to bring women in leadership; this is especially accompanied on organizations working on women, in these organizations the number of women in the higher management committee is higher than men. She added that, to see its extent, it requires further research.

Table 28 How the Respondents came to the Middle and Top Level Positions

Description	Frequency	Percentage
Upgrading educational status, continuous learning and having diversified experience	8	33.33
Hard work , commitment, active performance and deliverables	3	12.5
Promotion	6	25
Competition through vacant posts	7	29.17

Source: Own field survey data (February, 2015)

To assess the contribution of NGOs on emerging leaders in general questions were forwarded to the employee respondents about how you came across in their current position during their years of experience. Almost all of the participants assessed through questionnaire are positioned at the top, middle and lower level management of the sample organizations. Accordingly, 33.33 percent of the participants reached in their current position through upgrading their educational status, having a continuous learning and through the diversified and reach experience that they acquired. 12.5 percent have replied that, they have reached in their current status due to their hard work, commitment, due to achieving good results in their assigned duties, their active performance and deliverables. 25 percent of the sample representative replied that, they have been coming to this middle and above middle level positions due to promotion. And again 29.17 percent of the respondents replied that, they have reached in this higher position on a competitive base through applying the vacant posts.

Out of the 35 sample representative participated in the questionnaire 45.7 percent of them are women and 54.3 percent are men staff. Out of this 45.7 percent of sample women 31.25 percent of women came to their current position due to upgrading their educational status and rich experience that they acquired during the journey of their career. However, 12.5 percent of the sample representatives came to their current position through promotion. This shows that, to get the leadership position in the organization women staffs have to updating themselves and need to acquire an ample of experience through their career paths; otherwise as the figure shows that, women are not that much in to consideration in the promotion process of their respective organizations. This implies that the fresh graduates of women do not have a place and their education only is not taking in to consideration without having diversified experiences. Having educational qualification is not a guarantee for being assigned to the middle and above level positions in this sector.

Except 10 percent of the sample representative who are joined the sample organization with zero year work experience however, 90 percent of the participants have an average of from 2 up to 18 years professional experience in other different sectors. This shows that almost all organizations need and required higher work experience to hire in their organization, on the other hand it implies that those who don't have work experience couldn't reach in the

leadership position un less and otherwise they have spent some times in other places. Therefore, if they don't give a chance for fresh graduates to acquire and practice leadership, who is going to accept them and the case would be more worsen if the fresh graduates are women because, according to the interview conducted with the executive directors about the less representation of women in the leadership position, almost all of them are agreed that most of the time they collected less or no number of application from women. Therefore, beside their freshness, lack of experience and less competitive nature of women resulted less number of women in the leadership position.

4.2.3.11. Attitude towards the Existing Women Policy

Furthermore, as a consortium they were required to respond how they evaluate and whether there is a room to influence the existing policies and reforms that affect the interest of women in a leadership position. The informants explained that, because of the new legislation, NGOs are not allowed to work on the issues of women and children. But they have member organizations who are directly involved on the right issues. Even if this is case, as a women forum, CCRDA is designing a strategy to strengthen the policy dialogue with the legislators in order to have a gender policy. One of the key informants described that, to solve the lower representation of women, their consortium has conducted a discussion with different groups who were representing from government, private and NGO sectors. Based on this discussion they are on the way to conduct organizational assessment. Thus based on the result of the assessment they have a plan to discuss with the concerned government bodies.

Question was forwarded for one of the key informants from the consortium, about their relationship with the government and the areas which is not allowed to intervene for NGOs. As the informant responded, there is nothing that is not allowed to work for NGOs, even the human right issue can be advocated if it is possible to secure funds. Consequently, the researcher tried to assess the relationship between NGOs and the Gender Mainstreaming core process of the Women Children and Youth Affairs Office. Hence, request was forwarded to this bureau as a key informant. Their representatives said that, they don't have any relationship with the sector since the government has banned the involvement of the sector on the right issue.

They further underlined that whether it is working on the staff or the beneficiary, the issue of women in decision making and leadership by itself is the human right issue. In this regard currently, they are closely working with government offices, government development sectors, UN women and UNFPA only. With UN and UNFPA they have a program to work in partnership which focuses on HTP and violence against women. However, in the case of government and its development sectors, according to the report obtained from the bureau, they directly involve on how the women staff treated, assessed whether there is affirmative action and also empowerment mechanisms that are designed for women staff. These organizations submitted their performance report on a monthly and bi-annually bases to the bureau.

The why question was also forwarded for the office, they responded that, on the time of this restriction, the focus of the government was only politics instead of protecting the right of women but, they agreed that it has a backfiring effect and added, they are willing to work with NGOs; if they approach them. As it is criticized by the key informant from the consortium, in the Addis Ababa City Administration Women Development Package, the government has already assigned NGOs as a responsible body; in this package women empowerment is one of the components therefore, it is done because the law allows doing so. Whether it is allowed or not and /or it is in the policy, if the government implementers externalize women working in the NGOs sector, this implies that, one of the human right issue “equality” is bypassed. Moreover, if the implementation of the national women policy has only safeguard the women of government employee, who is going to stand for women who are working under private and NGO sectors; in this process would it be possible to bring gender equality. This issue need to be answered otherwise things would more worsen than this.

The key informants were required to give their opinion about the multifaceted (intersectionality) problem that women faced in related with leadership position. In this regard, even the women leaders’ informants were required to answer from their own point of view. Therefore, the researcher categorizes the responses into two, as it is replied by men leaders and by women leaders.

Being a women leader and working in remote areas; where there is no awareness about women leaders, working in areas having security problem in case of passing decision, societies attitude towards women leadership, the tradition and the culture that they are living with would be examples for the issue of intersectionality in relation with women in leadership as identified by men key informants.

Intersectionality as explained by women leaders from their own point of view are as follows:

- Being a women leader and the eldest child of the family,
- Being a leader, responsible for her household and whatever position she holds; her house still requires her involvement and decision even if for those things considered less important.
- Having and living with extended family members. Most of the family expects women to participate in social affairs which affect their work schedules. As an example, if there is mourning whatever position and assignments, she is expected to stay for longer time unlike men whose excuses for being busy are accepted by the society.
- The environment that they are working irrespective of their quality, competency, commitment and passion men consider themselves as a superior and consider women as their subordinates. One of the women key informants said that in her previous organization she had to excel in her job compared to men to have the chance and acceptance.
- Having field works and staying late in the office since most of the assignment of the leaders require more time which is against the understanding of their spouse.
- Being a women leader and comparing themselves with men in searching of funds would be one of the problem they women leaders consider it as an intersectionality. This idea was also supported by one of the key informants from the consortium. They further explained that, men are able to meet with donors out of the normal working hours such as in some other recreational places which might be difficult for women to mobilize resources such places.

The same question was forwarded to the key informants from the consortiums. According to the data obtained from the consortiums, being a woman by itself and the way the society accepts is totally challenging. This is due to:

- Socio-cultural attitude: in most culture and societies the idea and opinion of women don't get acceptance. She faces lack of cooperation which affects her leadership style. In addition, whatever decision she has passed, it is considered as wrong. If both men and women commit the same mistake in decision the issue would be stronger on women. They also further mentioned that, most men and women do not like to work with women boss as they are categorized as arrogant.
- Socio-cultural system: the women are responsible for the overall household chores and taking care of the families. The husband may need his wife to be present at home early.
- The economic and social factors.

In general the issues of socio- cultural factors were given most emphasis by the three groups; namely men and women leaders and informants from the consortiums. This implies that, the issue of intersectionality may be seen differently by other culture and societies such as developed nations. However, in countries such as ours, the socio cultural factors are more dominated the issue of intersectionality.

They were required to provide solutions as a mitigation plan for the mentioned challenges. Thus, as the solution, men's participation towards change; women's competencies in education, communication, self-expression and decisiveness skills have to be increased so women can defend themselves from the surrounding problems. As a suggestion, as one of the key informant said that women themselves have to give less time for social occasions, thinking things happen because of their gender, negative opinions and emphasize more on their assignment.

4.2.3.12. Exercising Leadership Practice of Women

All the consortiums and the Executive Directors were requested to give their opinion about where do the women leadership practice starts. In this regard, all agreed that, it has to start

from the beginning of their childhood at the family level; the family has to ensure that they have stake in decision making, let their girl child know her rights, duties, and obligation, and through this let them exercise their leadership at home, so that they can be well equipped to pass through various challenges and become effective. Next to the family it has goes to the village and community level then at elementary school. If they practice it at the family level; understanding the interest of her families and leading in it; it can grow to the level of community then society and others. Next to the family, it has to be practiced at primary school, high school and university level.

Likewise, one of the informants underlined, the societies believe in seeing through success stories in the form of publication and model presentation so that they can come to the leadership position. Women employed organizations; the focal points in every ministry have their own stake in this regard. The issue has to be communicated and needs aggressive work like we did on HIV/AIDS otherwise; the issue may exist as it is. Especially the media can play a great role in this regard and it needs a framework but the point is, no one really is committed on it.

In contrast one of the other informants replied that, according to different scholars leadership can be inborn or acquired. Although it's difficult to pin point the starting point, women leadership should start at early stage and have responsibilities at different stage. For him it is not the time that matters, but the interest initiation and believes that she has the ability to say “I can lead”.

4.2.3.13. Coping Mechanisms to Increase the Number of Women in Leadership Positions

To identify the coping mechanisms to increase the number of women in a leadership position and the responsible body to enhance the participation of women in a leadership position, key informants were required to answer these questions. They replied that the problem needs the involvement of multi-sectoral work which includes the involvement of the society at large, the government in providing infrastructures, different facilities and

provision of secured and favorable environment for women to work in project areas and to go to school.

NGOs, employer organizations, CBOs such as Edir, Debo by assigning women as the head to execute their leadership practice, school directors, teachers, religious institutions, youth and women associations, family especially mothers. In addition, the media has its own role on how to picture women using local radio by advocating the value for girls education, family planning and avoiding early marriage. Since the mother has limited number of children, it will be possible of her to raise her children properly otherwise family's responsibility will be a burden to the mother or the girl child which could cause dropout from school. Professional associations, networks and clubs helps to mentor women as it has been the case of Soroptimist club; that helps to mentor women university students in leadership. Moreover, presenting model leaders through different publications and magazines like "Femsalet" will be an asset.

Unlike others one of the informants underlined that if there is a need to truly solve this problem, there has to be coordination among women with women. Equality can be discussed if there is an equal ground; but, there is an imbalance between both men and women in terms of power, education, resources, access and opportunity. Therefore, it is difficult to think how the country strategized to work about gender equality without having equal ground. If working on gender equality still occurs, the gap still exists or has become wider than ever before. Thus, if the issue of gender equality really matters, tapering the gap is the first step. This can be done through working on women only and bringing them on the equal ground of men should be prioritized; then gender equality would be an issue as the next step. Otherwise, when we empower both the gap still keeping its distance and brining equality would be impossible. She further noted that, she couldn't say collaboration with men because it is a matter of power and men will find it difficult to share their comfort zone. Therefore, to stop this trend the concept of equality has to start from KG. If the students are aware of it, they may be willing to share their power and better generation for future like other developed countries.

One of the leaders further emphasized that, on one hand women have said, they don't have a model; and criticize and point fingers when they see women at higher position. The other

factor is that, some women who are already in a position do not want to see other women around them. However, the informant concludes that it has to be critical to involve and address the issues of women.

As a solution she explained that; women themselves have to strive to get better even it requires them to work long hours in order to be capable and upgrade their competencies. The quality of education is very low nowadays. As a matter of fact, most people with Master's degree may not write quality reports. Although the quality problem is for both genders, it is more serious for women since they are expected to pass through competition.

As informed by one of the key informants, beside the government, NGOs are responsible for women empowerment. Empowerment is considered one of the human right issues and the regulation doesn't allow for NGOs to get involved. However, the new regulation is in contradiction with the national policy that considers women empowerment as a human right which should only be guaranteed by the government. Therefore, this restriction shows that, there is a deviation between the policy and the implementation in the ground.

Likewise the informants from NGOs and the key informants from the consortiums replied that, since the regulation is much strict and tight, it is impossible to increase the number of women in the NGO sector by opening new organization as they witnessed most of the existing NGOs working under their umbrella are in serious crisis. In the government sector, even though the affirmative action is one mechanism to increase the number of women, it is purely a political instrument and more discriminatory.

Providing quality education can be in the form of short term, through cluster, sharing other country's experience, organizing discussion forums related with leadership empowerment, instill the issue of gender equality in the school guides, student text books, bringing model leaders has been given as solutions from the respondents. They further added that, the so called educated women have to work with commitment to bring the desired changes. Thus, hopefully in the coming twenty years, there will be energetic and young women coming out and take this responsibility.

In addition, the other informants has also described that, to solve this problem the assignment is not only the government, but also a shared responsibilities, in this regard, the

government should ensure the execution of policy beyond designing a workable policy, laws and regulations and then follow the proper implementation. Religious institutions, elders, NGOs in order to bring best practices, show model achievements and bring skill transformation have to be there. Moreover, as a prevention/mitigation strategy, the existing cultural background has to be more considered, it is not a one day talk; it also need the high involvement of women who are responsible for the issue.

The policy has to calls the involvement of both men and women especially educated women. Investigating the budgeting system; the 50% gender budgeting has to be functional; allowed women to access from their budget through access to education and various capacity development strategies. Access only by itself doesn't work, there has to be mainstreaming responses. Furthermore, to bring the real solution, there has to be men involvement.

In general, the informants further highlighted that, the solutions provided till now doesn't match the degree of the problem. The issue needs a cross cutting action and multi-sectoral responses at the national level. There has to be an obligatory taskforce, the playground has that's clear for competition; and the judiciary, schools and universities have to work on the ground. Since women are the family reflection especially their mothers, they have to observe equality from their home. Thus, if we are working more and high effort will be exerted on today's generation, they will be relieved of this inequality burden.

They all agree that, to upsurge their number, working in the proliferation of the number of educating women will be one mechanism. But one underlined that, education is not enough as currently the number of educated women versus men is equal at the university level. Time limitation is one factor that impeded women to think about leadership since they have additional responsibilities at the family and society levels. The attitude of the society has to be changed first. The problems that the women have at household level can be with their husbands or brothers which have to be solved so that women can get time to involve in leadership practices.

Unlike this one, the other informant from the leaders group underlined that, the number of students in Ethiopia is very high but the composition in every level has declined. At the primary level there are equal number of men and women, at high school the gap starts and at

the tertiary level the gap is more broaden. Unavailability of schools around their vicinity especially in the rural areas would be one factor; hence; after primary school they will be forced to marry and stay home. Even we see the number of lecturers in the university is still very low.

This informant further noted that, most leaders in this sector are saying they couldn't find competent women to bring to a leadership position. The informant's organization would be one example for this; 80% of the staff are women and are well known in the sector. Therefore, they believe that there are competent women who are even better than men. The problem as mentioned by the informant is that leaders don't give women an opportunity or they may use the concept to propagate gender equality. Hence, as the gap between men and women still persists, one should not focus on equality at this moment. We need to first look for solutions to only empower women to be competent and hold a leadership position as of men and then it will be the right time to talk about equality of both genders.

CHAPTER FIVE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. FINDINGS OF THE STDUY

Based on the results of the analyzed data the researcher came up with the following points.

- All the sample organizations have strategic plans; but none of them has a formal and written succession plan for any of their key positions and did not inculcate the issue of succession plan in their strategic plan document.
- The sample organizations do not have formal empowerment mechanisms such as mentorship and formal training to enhance leadership capacities of their employees specifically for their women staff that enables them practice and develop the skill of leadership.
- The major findings for the absence of succession plan from the employees perspectives include: knowledge gap, less attention and ignorance of top leadership about the importance of having succession plan, capacity of the organizations and unavailability of a practical trend in the structures, lack of implementing manuals and documentation, absence of detailed organizational structure, poor capacity of leaders quality (lack of awareness on leadership), staff turn-over, unavailability of dependable staff for succession, project specific being with limited budget and the nature of the work.
- There is no effective attempt that has been made to empower and build the leadership competencies of women staff as would be expected from the organization unless the women employees are striving and updating themselves to reach to that position.
- The leaders of the studied organizations have good awareness about themselves and others. They all have social awareness.

- The leaders have good communication, team work and collaboration competencies. However, they have a better partnership and relationship with people outside their organizations than with their employees.
- The leaders are not flexible in adopting to changes in terms of persuading, motivating and influencing others. Moreover, conflict management skills are the least frequently observed skill of these leaders.
- The leaders of the study organizations have an inflated view about themselves and are more critical and defensive to any feedback.
- Factors for the low representation of women include:
 - Women who are married and have family responsibilities are more preferable for higher leadership positions in administration and finance areas; at the same time these women are not preferred for leadership posts at programmatic areas.
 - NGO founders consider the organizations as their own and some of them even as their own personal business. Hence, they are not willing to share their positions and to be replaced by emerging leaders because of they fear that the new generation is not committed and willing to take the responsibility.
 - Emerging women are unwilling to accept positions in hardship areas.
 - The consortiums do not engage in assessing the availability of women representation in key leadership positions and the strategies of the organization related with succession plan.
 - There is no cross checking mechanism between Women Affairs Bureau and NGOs in terms of assessing the leadership practice and women representation in the positions and in gender composition.
 - Most of the efforts are still at discussion level and not made practical yet.
 - The strategy for implementing the women policy and the way of responding the problem is not sufficient and it is a bit political.
 - There is an implementation gap in the National Women Policy.

5.2. CONCLUSION

As organizations determine their leadership needs, pools of emerging leaders cultivated from inside an organization are much more critical. Matching the needs of the organization which will have women at the top leadership positions with the needed talent will require capability through building, coaching, mentoring, using various empowerment mechanisms or developing other leaders from within the workforce. For best results, organizations should implement strategic practices for the success of the organization. All the evidences suggest that the leadership of NGOs is an issue of some importance. Such leaders can shape the destiny of not just the organization itself, but also the communities with which they work. Effective NGO leaders do have a pro-poor agenda, and can impact the lives of the most vulnerable and disadvantaged. Unfortunately there is some concern about a growing leadership deficit, and where the next generation of leaders will come from and how they will be developed or trained on one hand and the less representation of women in a leadership position on the other.

The preceding chapters of this research report indicated the vital importance of succession planning in an organization. The values and benefits of succession planning were demonstrated, especially during the change of an organization's leadership when there is a high risk of confusion and uncertainty. Practical examples o about the advantages of succession plans was provided. The importance of succession plan assures and gives confidence to staff and to external stakeholders including donors without any immediate major change. Besides, the availability of succession plan deals with the availability of a strong system and well planned structure within the organization. Having a systemized organization doesn't necessarily relate to budget as most of the respondents stated; however the absence of succession plan may lead to frustrated employee and lead to high turnover rate.

Discrepancies of the findings between the employees and leaders of the studied organizations limited the researcher to generalize about the issue of succession plan. Most of the leaders of the organizations pointed out the absence of formal succession plan, despite

practicing it informally. On the other hand 22.9 percent of the respondents confirmed the existence of a succession plan in their respective organizations. However, according to the organizational assessment, the researcher found out that there is no plan related with succession plan.

The central theme of this research is how emerging women leaders entertain the succession plan of key leadership positions. Incidentally, this research has also identified two conflicting ideas from leaders themselves. On one hand, they want to have women in key leadership positions though they found it difficult to find competent women. On the other hand, they are less interested to provide opportunities for emerging women leaders who are less experienced. Moreover, they hesitate to bring women who have family responsibilities in programmatic leadership positions. Hence, empowering emerging leaders and providing equal opportunities for women leaders at the key leadership positions in the NGOs sector are becoming questionable.

As the findings of this study indicate, women are not that much into the promotion process of their respective organizations. However, they have to update themselves and acquire an ample of experience along their career paths to acquire higher position.

All organizations except one believe in giving equal chances for women to be competent and hold positions. Unlike these groups one argued that equality can be discussed if there is an equal ground. Currently, there is an imbalance between men and women in terms of power, education, resources, access and opportunity. It is when both men and women come to equal terms that the issue of equality should be raised. Others also have a stand on not providing opportunities for women because of their gender unless they are competitive and capable for the position. In this regard, the attempts of the organizations to empower women to appear in the leadership position are also doubtful.

Most of the respondents believe the contribution of NGOs in bringing women to the leadership position is insignificant and believe that they don't have different strategies to bring and empower women to the leadership position. One informant believes that, women visibilities in the NGOs are better than other sectors. On the contrary one argued that, this is not because of the contribution done by the sector; instead there are women who are self-

appointed. Therefore, it would be difficult to say that all NGOs are striving to bring women leaders. Although, it may not be their exact intentions, NGOs are doing a better job at the community level in terms of economic empowerment. However, NGOs need to improve their work on their women staff.

In the assessment of leadership competencies, the perceptual “gap” between self and other perceptions might be one metric to determine the extent to which an individual has a high or low level of insight or self and social awareness. However, in this study, the findings showed that, in most competences the leaders have found in the confirmed strengthen areas quadrant.

Leaders when evaluated by the board members; except for collaboration and the skill of communication, all the other competencies have been identified as a potential development area. In this case, the leaders lack the most important competencies that enable them to work on leadership development in terms of identifying strategies for helping others; appreciate their skills, efforts and accomplishments and constructively challenge their subordinates.

5.3. RECOMMENDATIONS

Succession plan: to sustain the vision and mission, NGOs should practice and design succession plans to key leadership positions by creating strong internal organizational structure and system so as to cultivate emerging leaders who would take the vision of the organization in the long-run.

Formal and planned empowerment mechanisms and leadership development: NGOs should design formal leadership empowerment mechanisms through their short and long term plan and also try to mobilize resources by approaching different donors that are established for the purpose of CSO’s capacity building. The leaders of NGOs should also smooth the ground for leadership development practices in order to get competent women in a leadership positions and relieve them from fear of lacking responsible person to replace their position by capacitating and providing different opportunities that can enable the staff to use their competencies.

Specific program design to empower women to leadership positions: to satisfy the organization's need in having women at the top leadership positions and to balance out the accumulated power and resources held by men for long period of time, designing a separate empowerment program for women is critical through conducting performance assessments and identification of leadership gaps.

Creating partnership: The government should create regulation mechanism to oversee the practice of women's representation at top leadership positions in the NGO sector. In this case the gender mainstreaming core process owner of the WYCA Bureau and the NGOs sector should work in collaboration in terms of women representation in leadership positions. Additionally, the Bureau should assess the proper implementation of equal representation of women like they do in government and government development sectors.

Leadership practice: Media should play a great role in encouraging, providing and creating awareness in families to start the practice of women's leadership at their early childhood.

Relationship management competencies: The leaders of the sample organizations have to develop their social management competencies through practice; since competence comes from practice.

Social awareness competencies: The leaders of the organizations in this study have social awareness skills and good communication skills. Therefore, in order to maintain those competencies, they need to capitalize on it and give more emphasis to develop them more.

Relationship between consortiums and member organizations: There has to be regulating mechanisms in order to assess and capacitate the leadership practices of member organizations and filling their leadership gaps by mobilizing funds from donors who are established for this purpose.

Controlling mechanisms for the implementation of women policy on the ground: There has to be an obligatory task force and the environment has to be suitable for competition; and the judiciary, schools and universities have to work on the ground.

Curriculum revision: This may be an opportunity for an academic institution to develop curricula that combines skills like leadership management oversight, facilitation, strategic

decision making and communication skills that enables emerging leaders have opportunities in the employee organizations especially in the NGO sector.

Coping mechanisms for increasing women representation: To change the initiation of women's representation at the top leadership positions into reality, there should be men's involvement in the process and practice of women empowerment into leadership and aggressive campaign from concerned bodies should be critical in using different media.

The need for further research: This study did not cover the whole local NGOs; it gives more emphasis to Ethiopian Resident Charities' leadership practice in terms of cultivating emerging leaders. Thus, further research should be conducted in this direction within the same sector as well as in other sectors.

Assessing the Emotional Intelligence competencies of leaders needs more research in general with more emphasis on self-awareness and self-management in particular, since this thesis focused on the social awareness and relationship management.

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APPENDIXS
Appendix I Questionnaire
Addis Ababa University
College of Business and Economics
PADM Program Questionnaire

This questionnaire is designed for conducting thesis for the partial fulfillment of the requirements for Degree of Masters of Arts in Public Management and Policy specialization in Development Management entitled –Fostering Women Emerging Leaders to Leaders of Tomorrow: Assessment of the Results of Leadership Succession Plans in Selected Local NGOs in Ethiopia .”

The objective of the study is to assess and evaluate the availability of succession plan, to assess the number of women in the plan, the challenges and prospects to bring women in the leadership position in light with emotional intelligence model are the central issues that the researcher wants to investigate. The study will also attempt to analyze and document the contribution of NGOs in fostering women in a leadership position through succession plan. With your active participation, the outcome of this research will lead to recommendations that should be executed for future action. This study will benefit the various actors those who are concerned due to the minimum representation of women in leadership position and the practice of NGOs related with succession plan.

Please take fifty minutes to complete this questionnaire and kindly return it as soon as possible. To make the study successful, the respondents' sincere cooperation in filling the questionnaire is highly valuable. For this reason, the researcher highly demands your support objectively in filling the questionnaire. I also want the respondents to assure that any of the information you provide below will be used only for academic purpose. You are not required to write your name but only your responsibility in the organization. Your cooperation will be highly appreciated and the personal data of the respondents will be kept confidential.

I would like to thank you in advance!

General Instruction

Please choose from the given alternatives and encircle your best answer. For the open ended questions please write short and precise answer. You can select more than one answer.

Part I: Personal Information

Sex: a) Female b) Male

Age: a) 23-30 b) 31- 40 c) 41-50 d) 51-60 e) Above 60

Academic level: a) 12th or 10th grade complete b) Diploma c) Bachelor's
Degree d) Master's Degree e) PhD f) Other

Name of the organization that you are currently working

Position/ your responsibility in the organization_____

Year of service: in your current organization_____

Year of service in your previous organization, if any_____

How you came or reached across in your current position during your years of experience?

Part II

1. How do you evaluate the participation of women in terms of the structure, of the organization?
a) Very participative b) participative c) less participative d) not participative
2. How do you see the participation of women in terms of the tradition of the organization?
a) Very participative b) participative c) less participative d) not participative
3. Do you think that there is a conducive environment for women in order to foster their leadership capability within the organization?
a) Always there is a room to foster
b) Most often there is a room to foster
c) Often there is a room to foster
d) There is no room at all

4. How do you evaluate the contribution of the top leadership of the organization in order to foster equal representation of women in a leadership position?
- a) Highly contributed
 - b) Contributed
 - c) Less contributed
 - d) There is no contribution at all
5. How do you assess the efforts that have been exerted by the top leadership of the organization in order to foster equal representation of women in a leadership position?
- a) High effort exerted
 - b) Effort exerted
 - c) Less effort exerted
 - d) There is no effort at all
6. Do you think that women in this organization equally represented in a key leadership position?
- a) There are more women in the leadership position
 - b) There are less number of women in the leadership position
 - c) There are equal representation of women in the leadership position
 - d) Do not know
7. If your answer is B for question No. 6, what do you think as reasons for the under representation of women in a key leadership position in this organization?
-
-
-
-
8. Does your organization have a succession plan for every key senior level leadership positions?
- a) Yes
 - b) No
 - c) Do not know

9. If your answer is yes for question No. 8 how many women and male are identified to fill these key senior level leadership positions in the succession plan of the organization?

Number of women emerging leaders in the plan: _____

Number of men emerging leaders in the plan: _____

10. If your organization has and uses succession plans, how does it comply with fairness and open competition?

11. List key reasons your organization does not have succession plans for key senior level positions, if that is the case.

12. Please list key reasons your organization does not have or less number of women in the succession plans for key senior level leadership positions.

13. What kind of empowering mechanisms are exercised for the individuals identified in the succession plan to fill key senior level leadership position?

- a) Mentoring and coaching
- b) By providing independent assignments
- c) Leadership development training
- d) Through delegation
- e) Organizing experience sharing
- f) Do not know

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22. How do you describe the contributions that have been done by the top leadership in order to empower emerging women leaders?

a) Very capable b) capable c) less capable d) not capable at all

- a) Yes b) No c) do not know

-
-
-

- a) Very well b) well c) to some extent d) not at all

- a) Very inspired b) inspired c) sometimes inspired d) not inspired others

- a) Yes b) No c) Do not know

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28. . Does the leader deals well with people's diversity and able to _stand in the shoes' of the other person especially with cases related with women staff?

29. What are the mechanisms that put in place for developing emerging women leaders in this organization?

30. Do you think that the leader is willing to mentor and coach emerging women leaders?

31. Do you think that the leader is willing and ready to substitute women emerging leaders to his/her own position?

32. Do you think that the tradition and culture of your organization flexible for change on matters that are related with women staff?

33. Have you ever participated in a leadership development training that would be helpful to undertake a decision making position?

If your answer is yes, how often and what kind of development training?

34. Is the leader of the organization properly understood the values and beliefs of the members of the groups with whom he/she works?

- a) Very much b) somewhat c) not much d) not at all

35. How do you evaluate the leader in solving internal communication problem that arise among staff?

- a) Very much b) somewhat c) not much d) not at all

36. Does the leader of the organization delegate someone in his/her absences? If it is the case, please describe the responsible person formally delegated by the top leader. If it is not the case, please describe how the day to day activities of the organization conducted?

37. How do you assess the skill of the leader for sustaining an environment of vision and momentum?

- a) Very much b) somewhat c) not much d) not at all

38. How do you assess the skill of the leader for appreciating emerging women leaders?

- a) Very much b) somewhat c) not much d) not at all

39. Do you think that the leader is good at helping women raise and work through conflicts or other difficult issues?

- a) Very much b) somewhat c) not much d) not at all

40. At what level do you think that leadership practice of women has to be started?

- a) At primary school level c) at the family level
b) Secondary school level d) at organizational level
e) Other, please specify

Appendix II, Key Informant Interview Questions for the Top Leaders (Executive Directors) of the Organizations

1. How do you reach on today's success----- (from family, community, society, and institutions perspectives)?
2. What are the opportunities that you have experienced to reach on this position? Challenges can also be an opportunity.
 - Whom do you think as a model for your success to reach on this position?
3. How does your leadership journey look within the organization, how do you describe it?
4. How does the leadership trend looks like in this organization (gender composition, cultivating emerging leaders, and women staff empowerment program)?
5. What mechanisms / methods are you using to empower your women staff in order to appear them in a leadership and decision making position?
 - Is there any effective attempt to build the leadership capacity of the staff in order to bring them to the leadership position?
 - Are all emerging women leaders ready to make use of the opportunities created?
6. As a challenge related with women who came to the position due to succession process?
 - What do you think as a challenge and prospects in the process to execute the strategy of women succession plan in your organization?
 - What about the challenge and prospects that came from donors, other institutions, from policy perspectives or the personality of the women themselves to promote them in leadership position?
7. What is your opinion about the multifaceted (intersectionality) problem that women faced in related with leadership position. What do you suggest as a mitigation plan?
8. NGOs are described as a change catalyst, promoter of women empowerment in to decision making by different multilateral and international actors, therefore how do you describe your role/ contribution from this perspective?
9. How do you think as a coping mechanism to increase the number of women in a leadership position? Whom do you think as a responsible body to enhance the participation of women in a leadership position?

Appendix III, Key Informant Interview Questions for the Consortiums

1. After all these national and international efforts, what do you think as a reason that the number of women in a leadership and decision making positions including in the NGO sector is still low? What have been your contributions to improve the low representation of women?
2. How do you evaluate the existing policy related with women empowerment in to decision making and leadership position with the actual practice in the country?
 - Do you think that you are influencing the existing policies and reforms that affect the interest of women especially in a leadership position?
 - What do you think as opportunities that help in bringing women emerging leaders on board in light with the existing policies?
3. NGOs are described as a change catalyst, promoter of women empowerment in to decision making by different multilateral and international actors, therefore how do you describe their role/contribution from this perspective?
4. As a promoter of the concept of women empowerment in to leadership position, do you have a formal /informal mechanism to assess the availability of succession plan strategy for emerging women leaders in the organization under the area of your control? Do you provide leadership development training for the NGOs?
5. At what level do you think leadership practice has to be started?
6. What is your opinion about the multifaceted (intersectionality) problem that women faced in related with leadership position. What do you suggest as a mitigation plan?
7. How do you think as a coping mechanism to increase the number of women in a leadership position? Whom do you think as a responsible body to enhance the participation of women in a leadership position?

DECLARATION

This thesis is my original work and has not been presented for a degree in any other university and that all sorts of materials used for this thesis has been duly acknowledged.

Hirut Assefa, May 2015

This thesis has been submitted for examination with my approval as the university advisor.

Filmon Hadaro Hando (Dr.)

May 2015

