Christian Relief and Development Association

Women In Management

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TABLE OF CONTENTS

	PAGE
INTRODUCTION	I
Welcoming Address Ato Assefa Eshetu Deputy Executive Director, CRDA	1
Impediments to Women in Management Mr. Thomas Joseph Country Director ActionAid-Ethiopia	2
Women's Career in the Education System Wz. Yelfign Worku Head of Women's Affairs and Teachers Education and Staff Development Departments Ministry of Education	13
Multiple Roles of Women Managers Wz. Alemtsehai Alemu Country Director Docas Aid International - Ethiopia	16
Women in Management Wz. Ruth E. Abraham Assistance Resident Representative for programmes UNDP	19
Closing Remarks	39
Annex I. Agenda	
Annex II. List of Participants	

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INTRODUCTION

Women continue to suffer from the socialisation process that sometimes proved a great impediment to their career development and role in society. It is common knowledge that the yoke is heavier on women in the struggle to prove oneself competent and rise up the ladder. Her multiple roles in the family, community and the society at large have not even been a blessing in disguise to win her the privilege of appreciation and acknowledgement of the double and triple burden in life . Both the literature on the issue and the practice from around the world testify that lots of women still fall victims to the overarching male-dominated culture.

The increasing realisation of the impact of this socialisation process continues to call for various discussion fora and advocacy groups to promote the cause. Cognisant of this fact and as part of its major involvement to promote the cause of interest groups like women and children, CRDA recently organised a one-day workshop on **Women in Management**. It was aimed at getting some special insight of the major difficulties faced by women managers as well as creating an enabling environment for potential women to assume managerial positions.

The workshop dealt, inter alia, with :

- The impact of the education system on women's careers
- Hindrances from managerial position for women
- Women's competence in management
- Multiple roles of women managers

The various research papers presented and lively panel discussion added colour to the workshop. Held at the Ghion Hotel, the workshop was attended by over eight representatives of CRDA member churches and agencies, government institutions, the UN, bilateral agencies, and the diplomatic community.

We trust that this proceedings will be a useful reference material for agencies and individuals involved in the promotion of the cause of women. CRDA extends its gratitude to those who presented papers, served as panellists as well as those who one way or the other contributed to the success of the workshop.

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WELCOMING ADDRESS

By Ato Assefa Eshetu
Deputy Executive Director, CRDA

Dear Participants,
Ladies and Gentlemen,

On behalf of the Christian Relief and Development Association (CRDA) and that of myself, I would like to welcome you all today, to the important and timely workshop on Women in Management.

It is important because the workshop is on an issue that concerns fifty percent of the population. Besides, it also addresses the issue of social justice.

As you are well aware, gender disparity which exists in social, economic, cultural and political lives of society, is not a problem for women alone. It is a social problem that needs goodwill and commitment by governments, UN agencies and non-government organizations at all levels. It is a social problem because it touches economic, health education, population and other issues.

Lack of commitment is said to be mostly due to women's under representation in decision making positions.

Dear Participants,

The major objective of this workshop revolves around renewing our commitment and acting on our promises made at Beijing at the NGO and government fora.

Empowerment of women economically and politically and the creation of an enabling environment for the promotion of participatory decision making is accelerating development and bringing about social justice which can benefit both men and women equally. To this effect NGOs should enhance women's equal access to power through increasing their capacity in decision making positions and providing necessary support.

Dear Participants,

As a day long workshop, I believe, various aspects of the topics to be discussed will enrich your knowledge on the subject as a whole. I hope discussion and plenary sessions will create good learning and experience sharing opportunities. It is also believed that the major impediments for women's decision making positions will be identified and corresponding solutions will be recommended.

Finally, I would like to express my heartfelt thanks and appreciation to the guest speakers who without any hesitation accepted our invitation to participate in the presentation and panel discussions. My thanks also goes to the chairpersons for their kind assistance.

I wish you fruitful discussions and successful deliberations.

Thank you.

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IMPEDIMENTS TO WOMEN IN MANAGEMENT

By Thomas Joseph
Country Director
ActionAid Ethiopia

Dear Participants,

I would like to introduce this session by posing the following riddle:

"A man and his son were driving at a very high speed when suddenly, the car went out of control and the driver was killed instantly. The son suffered severe injuries and was rushed to a nearby hospital where immediate brain surgery was recommended. The brain surgeon was called and upon coming to the theatre, exclaimed 'I'm sorry, I cannot do this operation. This boy is my son'

(*Delegates pondered on the possible answer to this riddle for some moments when one delegate finally revealed that the surgeon was the boy's mother).*

This is an example of how we are conditioned to think in a certain way, assigning specific roles to men and women without even being conscious of this process. In our working environment, ***to think 'Manager' is to think 'Male'.*** It may appear strange for a man to be making a presentation on the problems facing women in management and I admit that I am at a disadvantage as I have no direct experience in this regard, but I took on this assignment as a personal learning experience.

I shall focus directly on this topic without elaborating on the larger issues of gender inequality.

Illustrations of Impediments

During my time at ActionAid in Ethiopia, I have come across some examples of impediments to women in management:

Recruitment of a health supervisor

The recruitment process for this position was undertaken with a final decision to offer it to a woman candidate who had proven to be the most suitable person during the interview process. Having met with her to discuss terms and conditions etc., the line manager came to me to reveal that 'she has confessed that she is pregnant, therefore we cannot offer the job to her !'. After some discussion with other members of the management team, he was finally convinced that her pregnancy was not an issue which should be taken into consideration and she is now working successfully in her position as health supervisor.

Recruitment of Fund-raising Manager

I was assisting a local NGO in the recruitment of a fund-raising manager, a post for which a number of women had applied. During the interview process, I was surprised to note the type of questions being asked to female candidates: 'What does your father/brother do ? Are you married ? How many children do you have/will you have ? etc. No questions of this nature were addressed to male candidates. On

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asking the reason for this style of questioning, I was told that "You will get to know a woman's character by their responses".

Promotion of Administrative Officer

A vacancy arose within ActionAid for the position of Administrative Officer and it was suggested that the Receptionist had the potential to fill this post. However, the line manager strongly believed that 'this is a job for a man. You have to deal with customs, logistics etc. and a woman would not be able to handle it.' He was finally convinced that such stereotyping was not appropriate and the Receptionist was appointed to the post.

Overarching Masculine Culture

On a more general level, impediments to women's progress in the workplace are embedded in everyday terminology, with standard management words such as ***Chairman, Director, Manager*** evoking images of males in positions of authority.

Outside the workplace, the traditional positions held by women and the exercise of authority further reinforce stereotypical images e.g. the father / brother are often regarded as decision makers with emphasis on education being given to the males. The socialisation process has an enormous effect on the attitudes of both men and women.

Characteristics associated with males and females have evolved which can be looked at in terms of management and the values associated with a 'good manager':

Valued	Devalued
♦ Rational	♦ Irrational
♦ Impersonal	♦ Personal
♦ Detached	♦ Involved
♦ Unemotional	♦ Emotional
♦ Authoritarian	♦ Nurturing
♦ Unsympathetic	♦ Sympathetic
♦ Dehumanised	♦ Humane

With the *valued* characteristics of management usually being associated with males, it is not unusual for many women to find that at some stage of their career, they reach an invisible 'stop' sign and progress within their organisations becomes stagnant.

Biases

Biases are often experienced by women in the recruitment process, with attention being given to an unnecessary degree to make-up, clothes etc. While some weight may be given to these factors for men, it is usually to a different degree. Such biases also emerge once a woman joins an organisation. These are particularly evident in *performance appraisal* and *promotion*. Men are usually those involved in such activities and evidence suggests that they are not as comfortable dealing with their female staff as with their male staff.

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Women with Women

An area sometimes overlooked is the way in which women managers handle their position and the relationship which evolves between female managers and their female staff.

When women reach the rank of management, they often adapt to this position by having to 'fit in' with their male counterparts, which can be seen in terms of dress style, manner of speech etc. The example of Margaret Thatcher, former Prime Minister of Britain, comes to mind, who was said to be *'the only man in her cabinet.'*

Difficulties may also arise with female staff who consider 'one of their own' to have made it to the top and therefore, anticipate solidarity and understanding of particular situations which arise for women. Let's take the example of a woman requesting permission to come in late for two mornings in succession as there is a problem with her child. On the third morning, her male manager says that she will have to make alternative arrangements. The response would probably be one of understanding on the part of the employee, with an appreciation of the thoughtfulness expressed over the first two days. However, if the manager was female it is most probable that the reaction would be less kind, with annoyance over the 'lack of understanding' of situations faced by working mothers.

Family and Home

One crucial area of consideration for women in management is that of trying to balance the family role with that of career. In terms of both home care and child care, it is women who carry the largest proportion of the workload. Even in Ethiopia where it is the norm for working women to have household staff , the responsibilities of the mother/wife are still considerable.

Transformational Leadership

While the management styles and characteristics which I have detailed above are still widely practised throughout Ethiopia, the are beginning to change, albeit very slowly. This pace of change is somewhat accelerated in the NGO sector, which can be seen to be at the vanguard of change in this area. There is a recognition that there is a need to move away from ***structural power*** with the typical 'valued characteristics' outlined above towards ***personal power*** which can be identified in terms of motivation and leadership, staff development and growth and team building.

What can be done ?

While we are all aware that these impediments exist for women in management, we must look at ways in which change can be brought about. Therefore, I suggest that you consider the following:

- There must be a recognition that an unjust and unfair environment exists.
- There is a need for clarity of major issues/priority areas.
- There is a need for 'political will' for organisational change.

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- Individuals need to spearhead and promote change, especially those in decision making roles.

- What can you do ?

Conclusion

While there are particular difficulties associated with different cultures and traditions in relation to women in management, there are some common problems, such as:

- Reluctance of men to work with female managers
- Some jobs are treated as suitable only for men
- Management and leadership are suitable mostly for men
- Major responsibility for home work still lies with women (2 jobs)
- Women have less confidence than men
- Socialisation processes
- Assessment processes

In conclusion, I would like to stress that while ActionAid has made some progress in creating a conducive working environment for women, we are by no means at a stage where we can say that women are equally represented at middle and senior management. However this is an aspiration which we will continue to work towards.

Thank you

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DISCUSSION

After a short and discussion-provoking presentation by Mr Thomas Joseph, delegates confirmed that practice portrays a similar picture to the literature on the issue of impediments to women in management. A research paper that was recently published on the situation in Ethiopia also confirmed that socialisation process, the multiple role of women and unbending organisational policies of agencies remain the major sources of impediments for women to rise in management.

The issue of impediments to women managers being a fairly straight forward subject, it shares a substantial ground with the issue of women's reproductive rights. Had it not been for the overarching male-dominated culture, there hardly exists a task or profession that may be exclusively left for either men or women. These problems exist only in our minds. Research findings have unequivocally proved that some women have excelled their men counterparts on fields that have been traditionally men-dominated.

Following a short plenary discussion on impediments to women in management, the participants of the workshop split into six groups to discuss the issue with particular focus on :

- The main impediments to women in management with the intent to prioritising issues;
- The role of individual organisations to help minimise these impediments;
- What can staff members contribute to overcome some of the impediments and bring about change.

After thorough discussion on the three areas, the groups came up with more or less similar findings:

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GROUP ONE

Group One looked at the first query from two angles : the factors negatively contributing to women from assuming managerial positions and the actual impediments for women already in managerial positions.

I. **What prohibits women from assuming managerial positions.**

1. Women as late comers to education lack the appropriate qualifications.
2. Attitude / Value of society .
3. Dual / triple role of women.
4. Lack of confidence on the side of women.
5. Women not actively pursuing managerial positions.

II. **The main impediments to women already in management with the intent to prioritising issues.**

1. Attitudes of both men and women colleagues
2. Not taking decisions made by women bosses positively
3. Participatory management : giving room for other colleagues' opinions and suggestions by women bosses taken for incompetence
4. Women trying to avoid confrontation with subordinate staff forced to do most of the work and being overworked, this apparently leading to inefficiency

III. **What can staff members contribute to overcome some of the impediments and bring about change.**

1. Support from superior bosses to potential women managers to build their confidence and increase acceptability
2. Encourage staff development especially women
3. Allocate enough resources to enable women to execute their responsibilities
4. Affirmative actions in recruitment, assignment, etc. as the increase in the number of women managers will build confidence in others to follow suite
5. Attitudinal change sessions for top management
6. Creating awareness of the problem
7. Legal provisions in favour of women

IV. **What can the staff do the minimise impediments and bring about change:**

1. Attitudinal change starts from the individual
2. Create collaborative team spirit
3. Be persuasive / patient
4. Frequent discussion with staff members on the issues of gender
5. Sharing information and networking

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GROUP TWO

I. **The main impediments to women in management with the intent to prioritising issues.**

1. Socialisation process tends to discourage women from becoming managers
2. Non encouraging environment that contributes to fear and loss of confidence and assertiveness
3. Problem of acceptance
4. Fear of decision making
5. Lack of time because of her triple role limiting the women from access to information and networking
6. Lack of due recognition by men and women subordinates
7. Limited number of women in the management profession
8. Lack of adequate training of women that may guarantee them to assume management positions
9. Lack of institutional support like day care centres, Kindergartens

II. **The role of individual organisations to help minimise these impediments.**

1. Sensitising organisational staff on the issue of gender equality
2. Providing assertiveness training for female employees and managers
3. Providing training on management for women managers
4. Staff development programme to strengthen the capacity of female employees grow in the career ladder
5. Establish a system to check the provision of equal opportunities for male and female employees in terms of training, promotion, transfer etc.
6. Establish follow up mechanisms and developing gender desegregated data in the organisation
7. Train female staff of the organisation to aspire towards personal growth and development by understanding their rights, opportunities and obligations

III. **What can staff members contribute to overcome some of the impediments and bring about change.**

1. Individual commitment to gender equality
2. Influence the management by creating pressure groups to plan upgrading training for women in management
3. Recognition, appreciation, support for women managers
4. Encourage networking during social hours
5. Encourage policy implementation

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GROUP THREE

I. **The main impediments to women in management with the intent to prioritising issues.**

1. Lack of acceptance
2. "Culture"
3. Multiple roles
4. Lack of insurance benefits especially when women take their maternity leave
5. Lack of access to education
6. Organisational biases in recruitment and promotion
7. Overarching masculine culture that defines some jobs as masculine and others as feminine

II. **The role of individual organisations to help minimise these impediments.**

1. Awareness raising
2. Influencing policies
3. Capacity building training of women employees

III. **What can staff members contribute to overcome some of the impediments and bring about change.**

1. Lobbying for gender sensitive policies
2. Confidence building / assertiveness
3. Organising awareness raising events

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GROUP FOUR

I. **The main impediments to women in management with the intent to prioritising issues.**

1. Huge family responsibility
2. Increasing social obligation
3. Cultural impediments
4. Resistance to accept women managers as leaders
5. Assignment of women to less rewarding managerial posts
6. Assignment of women to less visible posts
7. Absence of positive discrimination for women
8. Difficulty for women managers to participate in informal gathering and networks with male counterparts
9. Higher performance expectation than male counterparts
10. Hostile and unfavourable environment with limited support

II. **The role of individual organisations to help minimise these impediments.**

1. Assume advocacy role
2. Continue building awareness and give training to all staff members including top and middle management groups
3. Give due recognition to the contribution of women managers
4. Allow limited positive discrimination for encouragement in capacity building training, promotion and recruitment
5. Perform periodical analysis of the organisational structure for its gender sensitivity (balance)
6. Encourage participatory management system
7. Include men at all levels to work for the progress of women in the organisation

III. **What can staff members contribute to overcome some of the impediments and bring about change.**

1. Continue to struggle to enable the organisation to achieve what is listed in No. II above.

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GROUP FIVE

I. **The main impediments to women in management with the intent to prioritising issues.**

1. Patronising
2. Qualification
3. Women's own hesitance to assume managerial positions due to :

- Lack of confidence
- Family responsibility

II. **The role of individual organisations to help minimise these impediments.**

1. Apply pragmatic gender sensitive policy in recruitment, promotion and training
2. Providing priority to women in skills development initiatives
3. Creating gender awareness

III. **What can staff members contribute to overcome some of the impediments and bring about change.**

1. Organise action groups to overcome gender biases

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GROUP SIX

I. **The main impediments to women in management with the intent to prioritising issues.**

1. Effect of culture / socialisation
2. Women's perception of themselves
3. Absence of goodwill of top management towards potential women managers
4. Wrong perception towards women as managers
5. Power relation : the wrong perception that men should be at the top
6. Double responsibility of women

II. **The role of individual organisations to help minimise these impediments.**

1. Providing short and long term training to potential women to make them fit for such tasks
2. Motivation : encourage women to be ready to assume bigger responsibilities
3. Willingness and confidence of top management towards women employees
4. Designing a gender sensitive policy
5. Valuing women's achievements

III. **What can staff members contribute to overcome some of the impediments and bring about change.**

1. Giving chance and encouragement to women for a potential post
2. Women managers should serve as a role model for other women colleagues
3. Avoiding confrontation between men and women. The spirit of co-operation should be the bottom line in the relationship.
4. Encourage positive attitude and frank discussion among the staff

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WOMEN'S CAREER IN THE EDUCATION SYSTEM

By Wz. Yelfign Worku
Ministry of Education
Addis Ababa

An outline of the education system is as follows:

- Primary education from grades 1-8
- General Secondary education
- Senior Secondary education of two years and a system of vocational and technical education in parallel with it.
- Higher education for degree and for post graduate degree.
- A system of vocational/technical training in parallel with the academic education and coordinated and inter-linked with it.

The content of the curriculum is designed according to the needs of the community in order to be realistic to the situation of the country.

The science, mathematics and language components are strengthened so that students have a good grounding in these subjects from early on. The science teaching emphasizes application and is properly linked with day to day activities of the student. Language proficiency particularly that of English, is enhanced so as to alleviate the problems that the students might face when at higher levels.

The profile of students is worked out in detail for each level of the structure. The general objective is that the first cycle of primary education helps to attain literacy, numeracy and basic knowledge of oneself and one's surroundings. The second cycle of primary and the first cycle of secondary education gives a general education in mathematics, language and the biological, physical and social sciences. Senior secondary education mainly prepares students in the appropriate subjects for tertiary education. The objective of vocational technical education is to give training in different skills.

The teaching/learning process emphasizes problem solving by adopting appropriate teaching methods.

Factors in the Choice of Subjects and Fields

Current trends in participation of girls in science subjects

In the general education system all subjects are provided to both boys and girls. However, after grade 10, students either stream in the science or the social science subjects. Here the majority of girls choose the social sciences which lead to soft courses at the university level. Now, orientation is provided to girls so that they choose the science subjects too. Many science faculties now encourage girls to enroll by providing special assistance once they register.

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Girls and women in the technical vocational fields

Traditionally technical schools have mainly been open to male students. Girls were only encouraged to join separate fields of study such as secretarial and specific vocations assigned for women. There were also fields in secondary schools specifically meant for girls; secretarial courses and home economics, whereas technical subjects such as industrial arts, mechanical drawing, auto-mechanics, electricity and the like were meant for boys. Even if girls were interested in the latter stream, they found it difficult to meet the academic demands of high grades in relevant subjects required for admission to these grades.

Traditional attitudes and values with regard to male/female dichotomy of career have inhibited girls to enroll and parents to encourage their daughters to join technical vocational schools in general. Consequently they are encouraged to choose such technical training like accounting and secretarial courses.

The technical vocational schools do not provide lodging facilities and parents are reluctant to send their daughters away from home. These technical vocational schools are usually situated at zonal or regional towns and accommodation facilities are not easily available.

Low self evaluation and the fear of competition in the performance of technical/vocational subjects and low teacher expectation of girls' performance in subjects traditionally the domain of male students has been a hindrance.

There are few girl role models in vocational education. Women teachers in vocational courses are still concentrated in home science and secretarial courses and not in mechanical, building technology and electrical fields. This is because girls and women have been left out from technical subjects while they were in secondary schools.

Sociological Factors: These factors include how girls and boys are brought up when they grow and how they are oriented and what they are expected to do. Societies expectation of these sexes has an impact on how they react to situations. Parents expect their daughters to behave in a certain way and they expect boys to behave in another way. This will have an impact on the schooling of boys and girls, in the choice of subjects and later in the choice of career. Thus, the social environment where girls and boys are brought up, will have a great deal of influence on their later lives.

Technological Factors: The attitude that prevails that girls should be limited to the home and family activities and not to traditionally male dominated development activities hinders their participation in science and technical-vocational areas. The strict division of labor assigned early to male and female also has an impact on the choice of subjects later in their schooling. Girls are geared not to opt for technical and science subjects that are apparently hard, sophisticated and time taking and instead choose short courses or extension classes that can be done while attending to their family activities. This being the traditional practice, girls are now encouraged to join the fields of study that were previously the domain of males.

Employment Related Factors: There is disparity in employment and job opportunity between male and female. Women are found mainly in informal sectors and in non skilled areas. The less educated women are found in low earning jobs. The majority of women in rural areas are illiterate and girls that go to school drop out at different levels

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of the education system and do not complete higher education and the few who succeed do not have professional jobs such as managerial and decision making posts. Moreover, there are very few lecturers in higher institutions in general and in engineering and the sciences in particular.

Nevertheless, women are now being placed in positions of administration and management. In schools they are being assigned as directors and assistant directors. They are being trained as guidance counselors. They are joining various fields of study and opportunities for employment are now feasible with better chances for female employees.

Within School Factors: The poor condition of school facilities affects enrollment, particularly girls. While the lack of learning and teaching materials is likely to affect the performance of both boys and girls, the impact is more likely on girls. In addition, parents may be deterred from sending their daughters to schools where there are no separate latrines for boys and girls, particularly when they reach puberty. It has been found that girls are absent for long periods during menstruation and this has a significant effect on their performance since they miss classes.

Gender-stereotyping in textbooks has a negative effect on the performance of girls. Textbooks frequently portray females in household chores in the kitchen, looking after children and males working in professional occupations. This reinforces the impression that their destiny is to work in low status households that do not need much education. The attitude of teachers towards girl learners and boy learners in asking questions, in seating arrangements, in choice of subjects, in usage of laboratories and equipment, in assigning class work, in the type of questions asked and quality of answers from students also inhibits their progress in science and vocational fields. Therefore, if such issues are to be addressed properly, girls will be at a disadvantage and they will not participate fully and to the best of their potential. Thus the science and technical subjects should be dealt with in a manner which encourages girls to participate equally to that of boys.

What is being done now ?

Current Trends in Employment of Women in the Teaching Profession

To encourage more female teachers, positive steps are being taken. In recruitment of trainees in the teacher training institutes, special criteria are set to have more female applicants. Teacher Training Institutes reserve 30% of the admission seats for female trainees. Guidance and counseling as well as tutorial support are provided at the Institutes to avoid attrition. Based on this recruitment criteria the participation of girls in Primary School Teacher Training Institutes has reached 35%.

More female head teachers are being assigned to schools. To encourage female participation in higher institutes, affirmative action has been taken. Accordingly, if two candidates who have the same grade point average compete and if there is not enough placement for both, priority will be given to the female candidate. Furthermore, grade point average at the Ethiopian School Leaving Certificate Examination (ESLCE - one of the entrance requirements to Higher Institutions) for girls has been minimized to give them a better chance. This mechanism has enabled girls to raise their number in universities and colleges.

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MULTIPLE ROLES OF WOMEN MANAGERS

By Wz. Alemtsehai Alemu
Country Director
Dorcas Aid International - Ethiopia

1.Definition :

By Multiple roles we are referring to what is usually termed as triple roles of women in gender discussions, namely reproductive roles, productive roles and community roles. Instead of going into lengthy discussion regarding these terms (for example what do we include in productive work etc.) we will use simpler words and convenient grouping for the purpose of this workshop.

So, multiple roles of women managers include :

- Family roles - child bearing, child rearing, responsibilities to spouse and even extended family.
- Domestic roles - house hold management responsibilities and house hold tasks.
- Management roles in the organisation.
- Community roles - participation in traditional associations, social occasions etc...

2.What we want to see :

- is the relationship between the roles. More specifically how the woman manager's role in the family and the community affect her position and behaviour in management and how the interplay of the roles affect her as a person. To what extent do the roles conflict? We also want to see how women managers try to cope with the conflicts.

3. How should we go about these issues ?: (Methodology)

Needless to say the experience of women managers differs from country to country, even from person to person. For the discussion to make sense we need to talk in terms of specific countries or specific groups. However, there are common struggles of women managers across the world and there is a sense in which we can talk in general terms.

To determine the extent of the conflicts and to see what is being done and what should be done needs well designed research at various levels. Using already made studies, women's experience sharing etc... we can say the following

a) What are the conflicts?

One way to look at the conflicts is from a time aspect (time elasticity) :

.Children need time - the popular American concept of quality time with children is being challenged (see News Week, May 19, 1997) Work might require extra hours in the office; to improve management skills, she needs time for training and for reading. Time is needed for social obligations, for relaxation, etc.

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Unfair Gender Role Expectations :

Is this just a question of time management techniques? May be some of the pressure can be resolved by time management skills. But it's more than a time management technique. Studies show even women who claim to have good time management skills feel strained and dissatisfied due to the expectation to fulfil various roles.

In a World Bank/ UN research document made for women managers in Cameroon in 1989, some of the women managers put the stress they feel this way: "not being able to spend enough time with children is too much a price to pay for career development."

So this leads us to the gender role expectation on women. Women, even when they have equal or more responsibilities at the work place as their spouses are expected to carry the major part of child care and home management. We can say the gender role expectation is unfair and needs to be challenged.

Society's Behavioural expectation from women :

Another way to look at the conflicts is from the effect of society's expectation of women's behaviour on their performance. This is part of the socialisation process - women are expected to behave in certain ways.

There are positive and negative effects of these expected women's behaviours on the performance of women in management . On the positive side women say they acquire good qualities of management (for example team work) form their role in the family and the community.

On the negative side women are not helped by their traditional roles when it comes to management traits such as assertiveness. A woman is expected to be quiet but there are times as a manger she needs to be assertive. It is as if she has to wear two masks - conflict between how she manages and what is expected of her in society.

How do women cope ?
In the study for Cameroon and a similar study for Ethiopia some of the women managers said they cope with the conflicts by being decisive and assertive; some said we conform to society's norms, we accommodate. Some said we engage in discussions and dialogues. Although a lot depends on the inner strength of the women themselves, they should not be left to struggle alone.

4.What Needs to Be Done and What Has been Done ?

More Help from Spouses - One obvious implication is that men (spouses) need to help more in child care and household management.. This involves an attitude change which takes time. The study on Ethiopia shows, even when spouses were highly supportive and there was help from domestic servants, as well as from extended family, still the women mangers were mainly responsible for and felt the burden of child care and home management. So more support from spouses is clearly needed.

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This involves attitude changes and takes a long time, but it is very important and needs to be addressed. According to the News Week article we mentioned above men in American society are struggling with this issue of taking equal responsibility in child care and household responsibility.
We can stretch the issue of support by asking if it is fair that women managers use cheap domestic service of other women.

Organisational Support : when both partners have to work (as will be in the case of most married women mangers in Ethiopia) the support of spouses might not be sufficient. Conducive organisational provisions like part time working, work re-entry gaps for women with children will enable more women to participate in management positions and feel less burdened by the multiple roles they have to play.

Here, we can also include provisions like day care centres which are supportive mechanisms at the national level.

Research, Analysis, Access to Documents and Advocacy

I can not emphasise enough the importance of research, analysing the findings and making these available. In my opinion this is the first and most important step we can take, may be under the guidance of CRDA, or those who have Gender desks.

Advocacy programs which are crucial to bring about attitudinal changes should be based on study outcomes. Otherwise, there is a danger of bringing a ' gender fatigue' on the ones we want to influence - spouses, donors, policy makers.

Thank you

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WOMEN IN MANAGEMENT

By Wz. Ruth E. Abraham
Assistant Resident Representative for Programs
UNDP

In the *Platform for Action and the Beijing Declaration*-FWCW, September 1995, the following is stated in paragraph nos. 183, 184, and 186:

> *"Women have demonstrated considerable leadership in community and informal organizations, as well as in public office. However, socialization and negative stereotyping of women and men, including stereo-typing through the media, reinforces the tendency for... decision-making to remain the domain men."*
>
> *"Owing to their limited access to traditional avenues to power,...women have gained access to power through alternative structures, particularly in the non-governmental organization sector."*
>
> *"The low proportion of women among economic and political decision makers at the local, national, regional and international levels reflects structural and attitudinal barriers that need to be addressed through positive measures. Governments, transnational and national corporations, the mass media, banks, academic and scientific institutions, and regional and international organizations, including those in the United Nations system, do not make full use of women's talents as top-level managers, policy makers, diplomats and negotiators."*

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2. THROUGH THE GLASS CEILING!

A research group Catalyst (a New York City non-profit organization), in 2 surveys of top female managers and male corporate executives, found that the male CEOs believe "lack of general management or line experience" is the primary reason tat women do not move to the very highest levels of corporate leadership. But women say the top reason is actually "male stereotyping and preconceptions of women".

Nearly all the women surveyed, noted three types of pressure that made their advancement more difficult and therefore, more remarkable: (1)pressures of the job itself;(2)pressures of their pioneer role in the job; and (3) pressures of the strain of family obligations.

The successful women managers indicated six success factors: (1) help from above; (2) a track record of achievements; (3) desire to succeed; (4) ability to manage subordinates; (5)willingness to take career risks; and (6)ability to be tough, decisive and demanding.

The derailed women were influenced by three derailer factors:(1)inability to adapt;(2)wanting too much (for oneself or for other women); and (3)performance problems. In comparison with men, the women were especially characterized as (a) having had help from above; (d)taking care risks; (e)being tough; (f)having the desire to succeed; and (g)having an impressive presence.

Are women managers different from men managers? Catalyst concluded that, "Gender differences in managerial style may be mainly in the eye of the beholder." Executive men were more...comfortable with " achievements through conformance'. On the other hand, women executives were more likely than executive men to move in new and original directions, and to behave as individuals.

Contradictory sets of expectations for women were identified: (1)take risks, but be consistently outstanding; (2)be tough, but don't be macho;(3)be ambitious but don't expect equal treatment; and (4)take responsibility, but follow others' advice.

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[2]BREAKING THE GLASS CEILING: Can women reach the top of America's largest corporations? (or any country's big organizations?) by Ann M. Morrison et al and the Center for Creative Leadership, 1987; taken from Book Review in Equal Time, 8 March 1997, Publication of the Group on Equal Rights for Women in the United Nations

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3. THE SITUATION OF ETHIOPIAN WOMEN MANAGERS (a micro-mini survey)

In preparing for this presentation, I did not come across any data or survey on the Ethiopian situation regarding women managers. I therefore, decided to pose three questions to three Ethiopian women managers working in Addis Ababa, who had considerable experience in management: one working in an international airline office; one in a government organization; and the third in a bank:(1)what problems have you encountered as a woman manager? (2)what are the advantages of having women in management? and (3)what contributed to your being a successful manager? Their individual responses are reflected in Annex II. However, the common trends that are throughout may be summarized as follows:

FACTORS WHICH CONTRIBUTE NEGATIVELY TO THE ADVANCEMENT OF WOMEN IN MANAGEMENT

1. Negative attitudes of society, including that of women themselves and men towards women's competence hamper women's advancement. Even if a woman manager earns more than her spouse, men are recognized as being the head of the household.

2. Women facing sexual harassment in the workplace, often keep silent, so as not to face repercussions in terms of their careers (promotions).

3. The multiple roles of women in the family, in society(tradition and norms), and in the work, place double or triple burden on the career woman, which affects her advancement negatively.

4. Behaviors which are seen to be normal for male managers, are discouraged, frowned upon or positively sanctioned for women managers.

5. Young, single women are unwilling to take up assignments outside of the capital city.

SOME FACTORS WHICH CONTRIBUTE TO BEING A SUCCESSFUL WOMAN IN MANAGEMENT

1. Equal treatment by parents of daughters and sons and their confidence in the abilities of their daughters;

2. A good education;

3. Exposure abroad or work amongst foreigners help to build confidence, assertiveness and widen horizon;

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4. An enabling environment that looks at women's potential and achievement positively. and which continuously encourages training and promotion opportunities for women.

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4. SOME ACTIONS AND STRATEGIES PROPOSED TO ENHANCE WOMEN'S ROLE IN MANAGEMENT

= The Catalyst study mentioned above identified six strategies for women's advancement in organizations:

- learn the ropes: organizational skills, relationships, culture, and goals ;
- take control of your career; no one is going to take care of you;
- build confidence: in work and community activities;
- rely on others: not only high level managers, but also peers and subordinates;
- go for the "bottom line": achieve results important for the organization;
- integrate life and work: make compromises based on your values.

= **Form women's professional associations, groups and networks (formal and informal):**

- hold seminars and informal meetings on issues ranging from career development to work to family conflicts; serve as unofficial advisers to senior management;
- Build and strengthen solidarity among women through information, education and sensitization activities; and
- establish databases on women and their qualification for use in appointing women to senior decision-making and advisory positions, for dissemination... (ref. para. 194 of Platform for Action);
- form an association of women professionals and executives

= **Take affirmative action measures:** establish a right to preferential treatment for women whose qualifications are equal or superior to the qualifications of competing male candidates. (e.g. UN's Special Measures applicable to recruitment, appointment and promotion of women at the Professional level and above; and Special Measures applicable to career development);

= **Ensure environment is free of bias and harassment** (especially sexual harassment);

= **Undertake statistical gender analysis and mainstreaming** a gender perspective in policy development and programme implementation (para.187 of Platform for Action);

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= **Provide leadership and self-esteem training** to assist women and girls... and to encourage them to take decision-making positions; have transparent criteria for decision-making positions and ensure that selecting bodies have a gender-balanced composition; create a system of mentoring for inexperienced women... offer training in leadership and decision-making, public speaking and self assertion... provide gender sensitive training for women and men to promote non-discriminatory working relationships and respect for women and men to working relationships and respect for diversity in work and management styles. (para. 195 of Platform for Action)

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WORKING WOMAN SURVEY, June 1993

EXPECTATIONS

- female bosses should be better than male bosses; expect more from a woman boss;
- more caring and sharing;
- but a female boss may actually demand more of them;
- provide warmth, support and encouragement (female bosses are 'supposed' to excel in this;
- women present a united front against sexual discrimination;
- when women get into senior management, things would really change.

VERSUS REALITY:

disappointment with high level women:

- exclusive concern with own careers;
- they enjoy being alone at the top;
- helping women will reduce their credibility (organizational barrier);
- speaking out for other women would jeopardize their careers (because women's minority status makes speaking out too risky);
- employers do not reward this behavior;
- many women find it difficult to be friendly with other women because they will be criticized for playing favorites.

the most common gripes:

- women are tougher on female employees;
- they are picky;
- have to work harder to prove themselves;
- female secretaries traditionally averse to working for women bosses (2/3 preferred male bosses);
- jealousy.

Deep-seated beliefs that to be professional is to be male-unconsciously associate men with power.

Women's special gifts:

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- more sensitive to work/family issues: female bosses very sensitive to the balancing act (will consider more flexible working arrangements for working mothers);

- more likely to give positive feedback than men.

Reaction of women bosses:

- issue of confidence: when you feel confident, you are able to reach out and help others;

- making time to mentor someone or lobby for changes is the biggest challenge ;

- talking to women employees about their career development takes time;

- you are asked to be involved in a lot of women's issues task forces and groups. You're constantly being pulled in different directions...some(women)can't handle additional responsibilities.

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RESPONSES FROM THREE ETHIOPIAN WOMEN MANAGERS

1. Woman Manager in A Government Agency

PROBLEMS ENCOUNTERED:

* Men did not accept concrete ideas that I put forward in meetings;

* I did not come to the minds of men decision-makers for top positions; many of my class-mates from university days have risen to the post of minister, and I have remained as Dept. Head; my promotion was not as rapid as my male colleagues;

* Some aspects of my up-bringing have hindered me from being more aggressive on the job.

ADVANTAGES OF HAVING WOMEN IN MANAGEMENT

* Women are more practical and down-to-earth;

* They do things faster and don't keep work pending;

* They are more courageous and daring in decision-making; men think over things too long and are more fearful.

FACTORS CONTRIBUTING TOWARDS MY BEING A SUCCESSFUL MANAGER

* Good education(I have a double masters degree in the Sciences);

* Hard work: I prepare myself thoroughly before going to meetings;

* Up-bringing and value system.

2. Woman Manager In An International Airline

PROBLEMS ENCOUNTERED

* It is difficult being accepted by subordinates and peers; I have to prove that I am competent, and need to be 10 times better than men. Even women subordinates accept and are impressed by men managers more easily.

* Society's expectations of women are greater in terms of family responsibilities; i.e. care for elderly parents is exclusively that of the woman; culturally-she has to participate fully in funerals/mourning, while no one raises eyebrows if a male (who

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is also a manager)just stays half an hour and leaves the mourning house or does not attend a funeral because of "meetings".

* A lot of business deals is done in bars and restaurants over meals-but it is not appropriate for a woman to stand at a bar waiting for a male colleague (has negative connotations).

ADVANTAGES OF HAVING WOMEN IN MANAGEMENT

* Women are used to managing situations, in the home, with the family and getting organized is key;

FACTORS CONTRIBUTING TO MY BEING A SUCCESSFUL MANAGER

* Attitude of my parents and their equal treatment of sons and daughters; this helped to build my confidence and assertiveness;

* Exposure abroad in the '60s(influence of the feminist philosopher Simone de Beaver);

* Early child-bearing and limited number of children meant that I have less of a burden now to concentrate on my work and managerial responsibilities.

3. Woman Manager in a Bank

PROBLEMS ENCOUNTERED

* Woman have to be better than men to be recognized e.g. minority in the USA,

* Networking is important to any manager and one of the areas is attending cocktail parties. Culturally it is not acceptable for a married woman to attend cocktails on her own; whereas when her husband attends it is quite a different thing.

* A woman manager may be target for sexual harassment and if she avoids it there may be repercussions in terms of the working relationship.

* A woman manager who is also a mother will be required to take care of her children like taking them to the hospital when they are ill, going to school to talk to their teachers, staying at home when the maid leaves. The man is free from all these.

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* A woman manager tends to be sympathetic to female employees when their children are sick and they are absent from work.

* Even if she draws a higher income than her husband, the man is still the head of household. If she wanted to pursue a career abroad, it is unlikely that her husband will follow her.

* Women, even young ones, are not free like their male colleagues to accept an assignment away from their domicile.

* Women are not as aggressive as men.

ADVANTAGES OF HAVING WOMEN IN MANAGEMENT

* Women are more sensitive than men in understanding people (employees).

* Having role models will strengthen the younger generation of women who will stop in the shoes of the role model and thus build stronger women managers.

* Women managers will encourage their female employees to improve themselves.

WHAT CONTRIBUTED TOWARDS MY BEING A GOOD MANAGER

* Upbringing - when you have parents that treat you equally with your brother, which will ultimately give you the confidence that you are no different than a man.

* A good education and also the right exposure to widen your thinking and scope.

* An organization which invested in a lot of training and also gave opportunities to women to take managerial position.

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DISCUSSION

The afternoon session began with a remark as regards women and tradition. Some of the traditional roles that women tend to assume and continue to hold on remain an impediment to their progress in their professional careers. Women tend to be custodians of tradition and continue to claim that it has to be retained. It is an area that needs to be researched into and be debated in the future. The focus of such a research could be one of looking back at women themselves and the basic educational system and see where it went wrong in upbringing of children. Similarly, if all women could start to write up their own stories, it might serve as an immensely useful background and resource to begin such a research. These stories may be provided to a catalysts like CRDA.

The attempt to accommodate girls by providing them the chance to join universities with lower Grade Point Average (GPA) has paid of, making it possible for a relatively greater number of girls at tertiary levels. The number of drop-out girls is also significantly lower at tertiary than secondary levels. As grades hardly measure the performance of students at school leaving exams, there might come the need to consider other effective institutional mechanisms to be put in place in the future.

Accommodative mechanisms for girls at tertiary levels is only the beginning and is hoped to expand further down the line and include primary level as well. The former started only three years ago and has yet to be evaluated for its effectiveness. The whole programme has also been backed by assertiveness and study-skill training provided to girls at the university.

All said and done, girls are still faced with numerous other difficulties at universities and colleges, including harassment. It is however, encouraging to note that things that were not up in the front are beginning to surface and measures are being taken to avert them. Girls' committees are established to help fight this and other similar problems. They are also encouraged to report such incidents.

A more flexible criterion is being developed to encourage girls' admittance to technical courses from grades 1 to 10. The new education system is also accommodative of drop-out girls at all levels of the curriculum. The formation of school committees is promoted to assist affirmative actions being taken at lower levels to hold on drop-outs.

Environment

The whole issue of affirmative action to empower women has to start from the home and the family. Respect for women is more and more becoming a thing of the past in this country. An all different environment, where abduction is compromised for tradition in the community, is continuing to surface. Women still remain victims of continuing harassment in the streets of major towns. The question need therefore, be, should women inherit this stereotype environment to their sons and daughters.

The work environment, on the other hand, needs to be looked at as an important factor in the development of women in management. While being optimistic and action-oriented could help a woman grow in the career ladder, women should not be discouraged in an otherwise difficult environment. The latter may only call for a

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tenacious struggle that may be more demanding, but could not be considered a limiting factor.

Following the panel discussion, the participants of the workshop split into six groups for a brainstorming session on the good qualities in the management style of women and their role in the NGO sector. The issues of promoting an enabling environment for women managers and special insights that such women can bring into their work, constituencies, other staff members in their organisations were also taken up by the groups.

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GROUP ONE

I. Quality Management Style in Relation to Women :

1. Good listening skills
2. Communication skills
3. Honest and less corrupt
4. Commitment
5. Considerate
6. Responsible
7. Work in a team and promote team spirit
8. Tolerance
9. Flexibility
10. Open to criticism
11. Punctual

II. Role of women managers in the NGO sector:

1. Better access to resources, thus achieve objectives
2. In a better position to influence NGO policies and take up issues like gender, equal opportunities etc.
3. In a better position to lobby and network to influence government policies
4. Resource allocation by women NGO managers could be more gender sensitive

III. What special insights can women managers bring into their work, constituency, other staff members in their organisation :

1. Wider vision of community and the need to maintain the social fabric
2. Role model for next generation
3. Good understanding of opportunities for the community as women have a closer attachment to the community
4. Personal experience of the challenges of being a female manager (working her way up through school, university, etc.)

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GROUP TWO

I. **Quality Management Style in Relation to Women :**

1. Participatory : keen to delegate and involve others in the decision making process
2. Good management skills : Minimum nurturing style, good time management, maintaining an equilibrium between her professional and social roles, firm decision making and consistency as well as good follow-up
3. Loyalty, devotion and sober minded
4. Good role model

II. **Role of women managers in the NGO sector:**

(The group indicated that three out of ten in the group have gender policies in their respective agencies with regard to recruitment and promotion.)

1. Active role on women focused development programme (some at technical level)
2. Support staff

III. **What special insights can women managers bring into their work, constituency, other staff members in their organisation :**

1. More involved
2. Understanding
3. Creative
4. Patient
5. Strict budget control

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GROUP THREE

I. **Quality Management Style in Relation to Women :**

1. Self confidence
2. Decisive
3. Flexible
4. Creative
5. Trustful
6. Devoted

II. **Role of women managers in the NGO sector:**

1. Develop networks
2. Managing the office
3. Working on staff development
4. Co-ordination and collaboration
5. Facilitating women promotion programme

III. **What special insights can women managers bring into their work, constituency, other staff members in their organisation :**

1. Being a model to others
2. Being competent

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GROUP FOUR

I. **Quality Management Style in Relation to Women :**

1. Good planner
2. Efficient time management
3. Management by objective
4. Delegate responsibility as well as authority
5. Women managers usually look at all staff on an "equal eye" (they do not discriminate)

II. **Role of women managers in the NGO sector:**

1. Equal representation on top management level in urban areas
2. In the rural areas projects are somehow male dominated
3. Most top positions are filled by men even if the number of women exceeds the men in project offices

III. **What special insights can women managers bring into their work, constituency, other staff members in their organisation :**

1. Introduce career development training programmes for women
2. Encourage women to develop their own skills
3. Influence government institutions to be gender conscious

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GROUP FIVE

I. **Quality Management Style in Relation to Women :**

1. Supportive
2. Caring
3. Nurturing
4. Patience
5. Tolerant
6. Collaborative
7. Respectful
8. Responsible

II. **Role of women managers in the NGO sector:**

1. Come up with practical examples at grassroots level
2. Networking
3. Advocacy

III. **What special insights can women managers bring into their work, constituency, other staff members in their organisation :**

1. Different concept of power
   - Participatory
   - Team building
   - Consensus
   - Bottom up approach
2. Different priorities
   - Children
   - Food
   - Health education
   - Peace
   - Conflict resolution
3. How ?
   - Organising formal and informal groups
   - Lobbying among policy makers

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GROUP SIX

I. **Quality Management Style in Relation to Women :**

1. Balance between human-task orientation
2. Commitment and dedication
3. Supportive
4. Participatory
5. Team building
6. Non-ego inflated
7. Decisive
8. Non-corrupted
9. Non-hierarchical
10. Less tension

II. **Role of women managers in the NGO sector:**

1. Conducive, participatory style
2. Equality, justice, human rights
3. More understanding of problems
4. Peace building

III. **What special insights can women managers bring into their work, constituency, other staff members in their organisation :**

- The group reported that it had no time to treat the third issue.

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CLOSING REMARKS

By Wz. Majitu Terfa
HUNDEE

Dear participant,

On behalf of the CRDA Gender Working Group and on my own behalf, I am delighted to thank CRDA for organizing such a workshop which addresses one of the twelve critical areas identified in the African platform for Action and the Beijing Declaration.

The workshop dealt with central problems that hinder women from decision making positions. It also gave us some insight into the cultural attitudes towards women's decision making roles.

Discussions were very provocative and lively. It was observed that the workshop was highly participatory and enriching knowledge.

As women managers, the experiences of the panelists gave first hand information on the qualities of women mangers and the problems they face.

I hope we come to understand that women face multidimensional challenges in every day life let alone in their decision making positions. Being aware of this, I believe we need to create an enabling and supportive environment in order to increase their participation at managerial levels.

I hope all of you will go to your respective organizations with renewed commitment and vigor to put the outcome of the workshop into actions.

The proceedings of the workshop will be sent to your respective organizations when finalized.

Finally, I would like to thank all of you who directly or indirectly contributed to the success of this workshop.

Thank you.

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CHRISTIAN RELIEF AND DEVELOPMENT ASSOCIATION

Workshop on
Women in Management
June 3, 1997
Ghion Hotel, Addis Ababa

08:30 - 09:00	-	Registration
09:00 - 09:10	-	Welcoming Address
Presentation	-	Chairperson Dr. Konjit Fekade Programme Officer, Ethiopian Aid
09:10 - 09:35	-	"Hindrance form Managerial Position for Women Mr. Thomas Joseph Country Director, ActionAid Ethiopia
09:35 - 09:50	-	Discussion
09:50 - 10:30	-	Group Work
10:30 - 11:00	-	***Tea Break***
11:00 - 12:00	-	Plenary
12:00 - 01:30	-	***Lunch Break***
Panel Discussion	-	Chairperson Ms. Sena Gabianu Regional Laison Officer OAU/ECA World Bank
01:30 - 01:40	-	The Impact of Education System in the Existing Women's Careers Wz. Yelfign Worku Head, Women's Affairs and Teachers Education and Staff Development Departments, MOE
01:40 - 01:50	-	Multiple Roles of Women Managers Wz. Alemtshai Alemu Country Director, Dorcas Aid International - Ethiopia
01:50 - 02:00	-	Women's Competence in Management Wz. Ruth Abraham Assistant Resident Representative for Programs UNDP
02:00 - 02:20	-	Discussion
02:20 - 03:20	-	Group Work
03:20 - 03:40	-	***Tea Break***
03:40 - 04:40	-	Plenary
04:40 - 04:45	-	Closing (Gender Working Group)

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