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**MA IN DEVELOPMENT STUDIES (SPECIALIZATION IN DEVELOPMENT
PLANNING AND MANAGEMENT)**

**ASSESSMENT ON THE PRACTICE AND CHALLENGES OF WOMEN'S
PARTICIPATION IN LEADERSHIP IN PUBLIC SECTORS: IN THE CASE
OF NONO WOREDA.” WEST SHOA, OROMIA REGIONAL STATE**

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**A THESIS PROPOSAL SUBMITTED FULFILMENT OF THE REQUIREMENT
OF MA DEGREE IN DEVELOPMENT STUDIES**

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ACRONYMS AND ABBREVIATIONS

AU	African Union
AUC	African Union Commission
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSA	Central Statistical Agency
EU	European Union
FDRE	Federal Democratic Republic of Ethiopia
GAD	Gender and Development
GTP	Growth and Transformation Plan
ILO	International Labor Organization
NGO	Non-Governmental Organization
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Science
UN	United Nations
UNDAF	United Nations Development Assistance Framework for Ethiopia
UNICEF	United Nations International Children's Emergency Fund
WAD	Women and Development

ABSTRACT

This study will mainly aims to examine the major factors affecting women's participation in leadership in the public sector with the aim of assessing the levels and constraints of women's participation in leadership in West Shoa Zone particular in Nono woreda. Mixed method (qualitative and quantitative) will be used to address the objectives of the study. Primary data will be collected through questionnaires and interviews with employees in the study area, while secondary data will be collected through literature review. Collected data from different sources will be organized and analyzed using descriptive techniques and multiple regression analysis. q

CHAPTER ONE INTRODUCTION

1.1 Background of the Study

Women's active participation in providing has been widely recognized in recent years as being at the heart of development and poverty alleviation. The Universal Declaration of Human Rights stated that achieving the goal of equal participation of women and men in participation creates a balance to achieve transparent and accountable government, to strengthen democracy.

They have started and ended wars, governed nobly as well as savagely, and, as has been the case with male leaders, some female leaders have been successful while others were not so successful. Some women leaders from history remain largely unknown and debate continues as to whether or not they actually lived or whether they were the product of myth and legend.

Female rulers and heads of government date to the dawn of recorded history and are chronicled on all livable continents, and in numerous cultures and countries. (Jackson, 1998); (Liswood, 1996) At the same time, it must be said that women rulers have been the exception both in terms of humanity's collective experience with governance and our widespread perceptions about leadership, governance, and gender, which have always favored men and have been pervasive across time and cultures.

As study of women leaders might begin in Ancient Africa, which dominated the continent for a period of time unparalleled in recorded history.

As Ethiopian According to Meaza (2009), although there are many women who have played important political and leadership roles in the history of Ethiopia, only few are visible in the existent literatures (Meaza, 2009). The same source has indicated that women have played important political roles mostly by wielding proxy power through birth or marriage. In support to this idea, as Teshome (1979) stated, in Ethiopian history, women did great contributions in both out and in door activities especially in battles and other activities. They have been actively participating in rural area in agriculture, commercial, undertaking reproduction and social responsibilities. However, their misfortunes of living in the shadow of men have hidden from view such high notable performances. They have been forced to lose confidence in themselves and so have been un able to act on their own action directly concerning themselves. Literatures describe that even if women's formal participation in the highest leadership position was formally closed, it is documented that throughout the world, women had played critical roles in times of wars and peace as community organizers and activists.

Above all, for instance, Ethiopian Women history, contributions and brilliant leadership role which have Emperor Minilik's (1877-1913) first formal wife, Bafena and second legal wife Empress Taitu had played is unforgettable history and comes first when one talk about Ethiopian women contributions. For instance, Taitu was acted as the chief advisor of Emperor with particular influence in the area of foreign relations. She holds high profile in the history for patriotism and uncompromisingly pursuing Ethiopia's independence (Meaza, 2009). These historical facts make it clear that despite their strengths, contributions and demonstrated leadership abilities, it has never been easy for Ethiopian women to ascend to formal political power (ibid.).

However, women have the right to participate in social and political activities and continue to contribute empowering inputs to many economic activities under women's representation in political life. This under representation and discrimination against women protects women from releasing their full potential; and excludes them from benefiting equally from development-related services (Mbugua, 2007). According to Brick ton (2014), Ethiopian women are excluded from formal career advancement and mostly men dominate the workplace. This problem is compounded by the fact that women, unlike men, assumed that they could not devote their full time and energy to paid employment because of their family responsibilities.

Therefore the problem of bringing women into participation in leadership leads to problems of poverty, reducing women's self-esteem it not only reduces it but also prevents girls from going to school. If a woman is in leadership, there is also an opportunity for her to consult the community. This will also encourage her to look at someone else. This paves the way for someone else to look after her and teach the girls. In our country, the culture of empowering, encouraging, and women is weak.

.Regarding women's participation, half of the population in many developing countries, including Ethiopia, is women; despite of their significant contribution to social, political and economic activities. Unequal opportunities for women and men in leadership participation activities have prevented women from actively participating in their work. Occasionally in some places there is still a majority of male dominance in the leadership participation in the public sector and it is still men who are the sector leader, team leader, District Administration leadership, District Administrative Governor, Administration for Security. And there are women under representation in most participation in leadership in public sectors of in Nono woreda.

1.2 Statement of the Problem

The problem of not empowering Female participation in leadership in public sectors has become a key concern of the Sustainable development.(Mosedel, 2015). Hence development programs prioritize national and global differences in gender equality and women's empowerment as a major component of development. as a global organization, the united nations has stated the importance of gender equality and women's empowerment in all the sustainable development goals and their goals (united nations, 2016). according to Helina (2015), the growth of women exercising their freedom of participation both in their homes and workplaces and in the political processes of their communities is a significant indicator of women's overall capacity to be participants and consumers of knowledge and the existing economy. Despite the persistence of the gender participation in leadership gap in Ethiopia over the past decade, women's economic and political participation has increased. Mikkola and miles (2007) stated that women enjoyed less participatory power and fewer legal rights than men in the social sphere .inheritance and ownership laws in developing countries are generally less favorable to women than in developed countries, which is due to greatest financial influencers can be resources women own. At the political level, women have fewer voices. The extent to which women participate in knowledge societies depends on governance roles and is measured by indicators such as share in regulatory

bodies, top management and business public institutions, with participation rates of at least 35% still know. In most developed countries, female participation at the top is less than 15%. Finland and Sweden are exceptions, with about one-third of ministerial positions held by women. In developing countries, women often occupy less than five percent of the top positions in society. Most recent data on the share of women in parliament shows a steady increase in the share of women worldwide. In the past 10 years, the number of countries where the female share exceeds 20% has increased from 20 to 50 (Mikkola and Miles, 2007). Similarly, the share of women in participation in leadership positions is low. As noted by Helina (2015), women constitute 26% of all leadership positions in Ethiopia, but when examining the subdivision of leaders such as managers, senior executive officers and legislators, only 14% of women, legislators and among senior officials, less than 10%. Dr. since Abiy Ahmed came to power as prime minister of Ethiopia, half of the country's ministerial positions are represented by women; Rwanda and Ethiopia are the only African governments with equal representation of men and women in their cabinets. Nationally and globally, half of the population is female. This logic was supposed to enable them to play an active role in the economic, social, cultural and political development of a country comparable to men in private and public sector activities. Despite the population role of women and their contribution to all aspects of development.. Global gender equality in the workplace is an issue of great significance; it is also considered as a determinant of the organization of business and government, institutions (International Labor Organization, 2018). Many scholarly works have been done on the problem of women Decision making in political leadership. Among these scholars it is possible to mention, Gudisa Lema 2018, Alemu Hora (2014) in their research found that women are low in decision making in political leadership compared to men in their study. The researchers examined the problem of women's decision making in political leadership in terms of women's inability to make decisions in parliamentary sessions, provincial councils, and elections, etc. in the leadership of public sector administrative offices. Most of their concerns are not with women's participatory political leadership in public sector governance but with examining the non-decision-making position of women's political leadership. I would like to fill the gap in their research by investigating the problem for the low women participation in leadership of in politics compared to men. Therefore, despite the large number of underrepresented Women's participation in political leadership is not only a problem of decision-making position it also women participation in political leadership is weak. In addition to this gap, women's representation in leadership in public sector positions is low, but none has conducted research on the issue in the selected area. Therefore in practice as my district

there are no responsibilities in the leadership in our 29 public sectors except leading children's affairs and the woreda Municipality in Leadership. If these gaps persist, it is difficult to ensure gender equality and the anticipated development progress both at local government and as a country' Therefore, the study set out to be investigate the factors that hold back the participation of women in providing leadership which results in empowering women in the public sector of specifically in Nono Woreda

1.3. Objectives of the study

1.3.1. General Objective

The general objective of this study is to investigate the major factors affecting women's participation in leadership in public sectors in Nono Woreda, West Shewa zone, Oromia regional state.

1.3.2. Specific objectives:

1. To examine the proportion of women's participation in team leaders, management and office head in public sector in the study area.
2. To identify the major factors affecting women's participation in leadership in public sector in Nono woreda.
- 3 .To examine strategies to enhance women to participation in leadership in public sectors in the study area.

1.4 Research Questions

The rationale behind this study revolves around the following questions:

1. To what extent the female employee's participation in team leaders, management and office head in public sector in the study area?
2. Which Dominant Factor for female Participation in leadership in public sector in the study area?
- 3 .What strategies to the organizations use to enhance the women participation of in leadership in public sectors of Nono woreda?

1.5. Significance of the Study

The results of the study will have the following significances;

First, It will identify the real representation of Female's in participation in leadership position and the factors that will influence Female's participation in leadership in public sector.

Second, It will help female to realize factors that affect their representation participation in leadership in public sectors position and by suggesting how to overcome them.

Third, It will provide a new direction to prosperities Parties at woreda-level organizing committee bodies in formulating and implementing affirmative action policies that can enhance women's participation in leadership.

Lastly, this study will be helpful as a literature for other scholars who wish to conduct research in the study area.

1.6. Scope of the Study

The study will focuses on the Assessment on the Practice and Challenges of Women's Participation in Leadership in Public sector evidence from public organization in nono woreda since this study employs a cross-sectional research design, it will not check the trend through longitudinal research. Public enterprises that are commercial in nature and governed by labor laws are excluded from the coverage of this study. This study will critically assess the recent status and challenges of women's participation in leadership in public sector in Nono woreda identify major problems in current policies, and procedures communicate practical and actionable recommendations.

1.7 Definitions of Key Terms

For the purpose of clarity and constancy in the study the following terms carry the perspective operational definitions given below.

Female Empowerment: Female empowerment is an increasing the spiritual, political, social or economic strengthening of female in a society.

Participation: The term is used in this study to refer to the provision of equal opportunity to female to take part in the leadership and management position in the sector.

Public Sector: refers to institute that controlled, administered and guided by the government and run its activities to achieve the mission of serving the society.

CHAPTER TWO

LITERATURE REVIEW

This chapter of the research proposal presents about different concepts so as to give comprehensive understanding about gender equality and women empowerment in concerning females' participation in public sector. Accordingly, feminist development theories, concept of women empowerment and determinant factors to female participation in leadership in public sector are stated; in addition, some empirical evidences in relation to the subject under study are also discussed.

2.1 Feminist Development Theories

Feminist theory is most appealing for giving a voice to female and highlighting the several ways females have contributed to society. Scholars argued that feminist view organizational theory as commonly and traditionally been interpreted as non-gendered, written through male standpoint, culture and discourse it has adopted pragmatism theories, rationality, hierarchy and other masculinized philosophies (March, C., Smyth, and Mukhopadhyay, M. 1999).

According to Miller and Razavi (1995), since 1950s different approaches such as welfare, women and development (WAD), women in development (WID) and gender and development (GAD) have been experienced. As Erwer (2000) stated these theories can be classified into two major categories: The theories based on tradition which includes women in development (WID) and women and development (WAD) and theories based on modernization and liberal feminism such as theories within the empowerment or gender and development (GAD) framework.

2.1.1. Welfare Approach

The welfare approach is the latest approach which mainly related with development efforts in the developing countries. It was most popular between 1950 and 1970. Moser (1993) stated the welfare approach is very popular in development practice. Its main implementation method is the distribution of free goods and services in form of food aid, relief aid, mother-child health programs, family planning programs etc. Moser argued that the welfare approach remains widespread since it is politically safe; in other words, since it does not question or attempt to change the traditional role of females. In terms of females' multiple roles, the welfare approach addresses female solely in their reproductive role as mother and wives, and ignores females productive and community managing roles entirely.

2.1.2. Women in Development

Approach of women in development (WID) was established as the consequence of divergence of developing countries' female right and identity from traditional oppressions. The approach emphasizes women's status and it aims at making women visible in the development process. According to Miller and Razavi (1995), the women in development (WID) approach was developed during the period demand social justice and equity for women. The 1975 World Conference of the International Women's Year at Mexico City and the United Nations Decade for Women (1976-1985) gave expression to the major preoccupations of women around the world. These concerns include improved educational and employment opportunities, equality in political and social participation and increased health and welfare services. The WID framework includes several approaches: equity, anti-poverty and efficiency approaches.

A) The Equity Approach

Integrationist approach is the alternative name of equity approach. Unlike welfare approach the equity approach focus is to productive roles; it emphasizes on employment and economic independence of women (Parpart, 1998 cited in Almaz, 2007). The equity approach stresses on the importance of recognizing both females' paid and unpaid work as well as their opportunity to take part in the public sphere instead of being restricted within the domestic sphere; these qualities made the equity approach difficult to implement (Erwer, 2000).

B) The Anti- Poverty Approach

The anti-poverty approach is the second WID approach. As Moser (1993) described Anti-Poverty Approach stresses on reducing income inequality than reducing inequality between female and male. The Anti- Poverty Approach became popular in early 1970s. The main goal of the approach is poverty reduction and it excessive emphasizes is on providing basic needs and females' responsibility for family's wellbeing as well as the females role in the combating poverty (Erwer, 2000).

The approach argued for the importance of increasing females' employment and income generation opportunities and its major limitation is disregarding the reproductive role of females. Moser (1993) clearly stated as women have heavy burden of work and saving is very difficult to them since they do not control the family income. As a result it is challenging to the females to

create capacity of informal sector so as to generate growth and this problem limits females to formal sector.

C) The Efficiency Approach

The Efficiency Approach is the third WID approach and became popular during 1980s. According to Moser (1993) the efficiency approach embedded in the neo-classical economic model which regards female as underutilized asset for development. As neo-classical economic model view people behave rationally using a kind of cost benefit calculus to maximize to maximize their interests. The Efficiency Approach took female for active participants to the development process and it is emerged from the assumption that efficient development requires females' full engagement and its target is to increase females' productivity.

Karl (1995) stated as the efficiency approach ignored social and cultural aspects of development. Major limitation of the efficiency approach is its description of development only in terms of economic perspective ignoring other aspects of development. The concept of development includes much more than economic growth. Feminist development theories criticize the efficiency approach and other modernization based theories on the theories arrangement whether they integrate female into economic, social and development process or not (Karl, 1995).

2.1.3. Women and Development (WAD)

According to Miller and Razavi (1995), women and development (WAD) approach come into development theory and practice at the end of 1970s as a result of criticism against the WID. Women and development approach is derived from the political economy perceptions and its focus is not only on integrating women into development, but also on the relationship between women and the development process. As WAD viewpoint women had always been part of production process, so there is no need of involving them with development process. They are rather connected with exploitation process which helps to maintain the discrepant international structure. The downgraded status of women is perceived as background of deviation of global development structured appeared based on gender role (Simojoki, 2003).

Women and development approach considers all females as a homogeneous group irrespective of class, caste, race religion and nationality. In contrast it fails to recognize the relation between patriarchies and females' downgraded status in different societies and it neglects the existing gender relations in different classes (Ibid).

2.1.4. Gender and Development Approach (GAD)

The gender and development approach (GAD) was developed in 1980s based on socialist feminist viewpoint. GAD pays more attention to almost all sides of females' life and it recognizes the whole activities of the female which is assigned to them by the society. As Moser (1993) stated, the main concern of GAD was gendered division of labour, power relation within the household and the gendered construction of social reality. The focus of GAD was not just on women, but also on the social relations between men and women in workplace as well as in other settings. As to gender and development adherents view creating the condition by which human being released from poverty is the first directive to achieve women's development (Yound 1992).

Enhancing females' ability at local level to overcome resistance from other in females attain to be free from gender effect was substantial concentration area of the gender and development approach. Females' priority over the properties of governments and international agencies as well as on grassroots organizations mobilization and action for change is the major concern of GAD approach (Moser 1993).

2.1.5. Empowerment Approach

Empowerment approach was developed in mid 1980s based on feminist writing and grassroots organizational experiences of third world females (Moser 1993). Empowerment is related to the word power and power can be defined as control over material assets, intellectual resources and ideology. Material assets can be physical, human or financial; intellectual resources are knowledge, information and ideas. The control over ideology signifies the ability to generate, propagate, sustain and institutionalize specific set of beliefs, values attitudes and behavior. Thus power hoards to those who control the distribution of materials, knowledge and the ideology that governs social relations in both public and private life. The extent of power held by individuals or groups is proportionate to the number and kinds of resources they can control and the magnitude to which they can shape prevailing social, religious or political ideologies. This control is in turn relative to the power of decision making (Batliwala, 1994).

2.3. Assessment on the practice and challenges of women's participation in leadership in public sectors:

Throughout the world, female are still largely underrepresented in important participation in public sector positions. It is because of the existing factors that discourage improvement of the general level of gender equality and the position of female in society at local, regional and national level (Helina, 2015; Birikti 2014; Mikkola A. and Miles C., 2007). Some of the major problems to female's participation in public sector position include social factors, female's personal problem, organizational factors and legal frame work gap.

2.3.1. Social Factors

According to Kassa (2015) stated, in many countries, traditions continue to emphasize female's primary roles as mothers and housewives and to restrict them to primary roles while men are supreme over top roles position. A traditional strong, patriarchal value system favors sexually segregated roles, and 'traditional cultural values' militate against the advancement, progress and participation of female in any political process. Societies all over the world are dominated by an ideology of 'a woman's place'.

Similarly, Ethiopian society is characterized by patriarchal society that keeps female at a subordinate position, using religion and culture as a justification. For a long period of time female underrepresentation and demoralizing have been supported by laws and legislation that uphold patriarchy and female's subordination. This has brought about and maintained disparities between men and female, in division of labor, share of benefits, in law and state, in how households are organized, and how these are interrelated (Haregewoin and Emebet, 2003; Genet, 2007).

As Kijak (2017) stated the there is an assumptions in a community as men are superior to female mentally and physically, and female are born for men to make their life comfortable at home. That's why there was low status of female's representation in the regional and local political leadership participation.

According Uki G, *et al* (2015) described, in Ethiopian women are discouraged to take part in managerial and higher decision making positions. The culture of society identifies the gender role of female; thus, female are expected to perform domestic work and refrain from managerial

activities. They are also forced to accept the decision of their husband in the family even on matters concerning their life.

2.3.2. Female's Personal Problems

Female personal factors seriously affect their participation in managerial, leadership. Some of these factors include lower level of education, lack of motivation, greater family responsibilities and lack of information and knowledge about their rights; fear and inferiority attitude for themselves (Kijak O., 2017; Birikti G. 2015; Uki G. *et al*, 2015).

2.3.3. Organizational Factors

The government recognized as knowledge development and training for female is the essential mechanism in enhancing the participation of female in higher, leadership and managerial positions. The status of different public organizations concerning the in terms of knowledge building for female is still in a medium level (Uki G. *et al*, 2015).

As Howard and Wellins (2009) stated the way an organization makes decisions about hiring, promotions and paying female leaders is strongly influenced by its culture and the gender stereotypes that underlie it. The consequence of these influences limit female's aspiration to be talented candidates to the talent team (Equal Opportunity for Female in the Workplace Agency 2008).

As different research conducted in Ethiopian on the area of female empowerment through on-job-training indicates the top managers and decision makers are the most participants. On the other hand female have limited access to on-the-job training that adversely affect their entry into decision making position and their ability to become agents of change and innovation (Helina, 2015). As she described from the employment data of 2012 males received training at nearly twice the rate that female did (27.3% to 14.4% respectively).

2.3.4. Legal Frame Work Gaps

Tefera Assefa (2017) stated as a variety of policies and strategies have been adopted by the government to promote gender equality and protect female's rights recently in Ethiopia. Ethiopia has also ratified numerous international and regional treaties. Article 9(4) of the Constitution of the Federal Democratic Republic of Ethiopia (FDRE) provides that "all international agreements ratified by Ethiopia are an integral part of the law of the land." Moreover, article 13(2) of the

FDRE Constitution provides that the fundamental rights and freedoms recognized under Chapter 3 of Constitution shall be interpreted in a manner conforming to the International Covenant on Human Rights and the other international instruments adopted by Ethiopia.

As signatory of the international Conventions and agreements, Ethiopia is obligated to ensure the Beijing Platform of Action which focused on full recognition of female's rights and fundamental freedoms, and demands for progress towards gender equality in education and healthcare, in work and the family, and in the public sphere.

According to the UNICEF (2012) report, Ethiopia is making several efforts to strengthen national structures for achieving gender parity. The African Charter on Human and People Rights, and the Convention on the Rights of the Child and the Ethiopian constitution guarantees the rights of female as equal to those of men in all spheres including equality in marriage, the right to equal employment, and rights to maternity leave with pay, the right to acquire, administer, control, use and transfer property, with emphasis on land and inheritance issues and the right to access family planning and education. Equality between men and female, and boys and girls, is one of the central pillars of the Growth and Transformation Plan: the Growth and Transformation Plan (GTP) the five year national development plan for Ethiopia and the Development Plan for Female and Children (2011-2028) have included specific commitments to increasing female's participation in political life., promoting female's economic empowerment and reducing violence against female (Ahmed S. *et al.*, 2012).

However Ethiopia is improving protection of female right and gender parity through domestic laws, rules and regulations including 1960 Ethiopian Penal Code and Ethiopian Criminal Code. Different research show that an achievement in participating female is very low

2.2. Conceptual Framework of Women Empowerment

According to (UN 2013) gender equality at workplace refers to the equal rights, responsibilities and opportunities of female and men in employment. In Strategy for gender equality and the empowerment of female (2018–2021) gender equality is defined as all human beings are free to develop their personal abilities and make choices without limitations set by stereotypes, rigid gender roles or prejudice. Female and men have the right to equal opportunities in human resources management processes, including recruitment and promotion, and the right to work in environments that are free from bias, discrimination and sexual harassment. Currently, however,

there is an inverse relationship across the United Nations system between seniority and female's representation: the higher the grade, the lower the level of gender parity (UN 2018).

According to (ILO, 2014) Female forms half of the world's population and account for 40 per cent of the world's working population. In last two decades progresses have seen in advancing gender equality in the world of work, but much of female's employment remains characterized by lower pay, more precariousness, and less prestige, when compared to that of working men. Furthermore, female's labour force participation has increased substantially, particularly in industrialized countries and in some middle-income countries.

The improved levels of female's education have contributed to their increased labour force participation. However, an increased number of jobs for female have not always been accompanied by improved quality of employment. In places where the gender bias persists in dictating the role of female and men in society under the "male breadwinner" paradigm– gender equality in the world of work remains an elusive goal across a number of countries (Ibid).

Evidence from ILO (2014) shows employed female who own income acquire both direct and indirect socio-economic benefits for themselves and their households. Such benefits include female's improved well-being and empowerment in terms of decision-making in the household and in other socio-economic aspects.

It is generally accepted truth that female are the foundation and fuel for the overall development of a country. Thus, the involvement of female employee in different private and public organizations has shown considerable change in number, but, their participation in higher and qualified area is mainly at subordinate level; their representation in managerial and decision making positions in public organizations are insignificant (Gelasheet *al*, 2015).

This low participation of female in managerial and decision making positions results in serious consequences like job dissatisfaction, employee turnover, low productivity and absenteeism and minimizes various benefits that the organizations enjoy from their participations (Ibid).

The concept of empowerment is not the new thought; it has been widely used, misused, and contested. It is very difficult to find a single common and comprehensive definition of the concept of empowerment. Different scholars, donors, development practitioners with different views, principles, methodologies, and contexts of applications, have used the concept in different ways. There are disagreements about what it meant by power and hence, the aim of

empowerment, who is to be empowered, and the role of intervening agencies in empowerment processes.

According to Hossain (2015) Gender Equality and Women's Empowerment have been two of the most pervasive themes in development. If female participation undermined in leadership and policy making process at all levels of the state, changes in female's political and to some extent social and economic status will continue to be marginal.

However there are various contradictions of ideas on the concept of female empowerment, scholars, donors and development practitioners recognize leadership as elements of female's empowerment. They encapsulate female having the power to express their preferences, demands, views and interests, to gain access to positions of decision-making that affect public or private power and resource allocation, and to exercise influence in leadership positions. The empowerment of female refers to the improvement of female conditions in every sphere of life. Female's voice, leadership and decision-making power may be present at the household, community and national level, and be individual or collective (Domingo *et al.*, 2015).

Empowering and enhancing the participation of female in every social, political and economic aspect is the major development concern of local, regional and national Organizations.

The African Union planned to achieve African female's social, political, economic and environmental progresses via female empowerment and development by 2063. Empowering female and encouraging their active participation in governance in both local and international levels has proved beyond all reasonable doubts that "what a man can do, a woman can do it better" (African Union, 2015)

Research findings conducted by an independent research organization has shown that encouraging female's participation in community development services and programs greatly increases economic growth, reduces poverty and gender discrimination, enhances societal well-being and helps ensure sustainable development globally with African countries as case study (Ibid)

Independent Variables

2.1 : Conceptual Frame Work of the Study

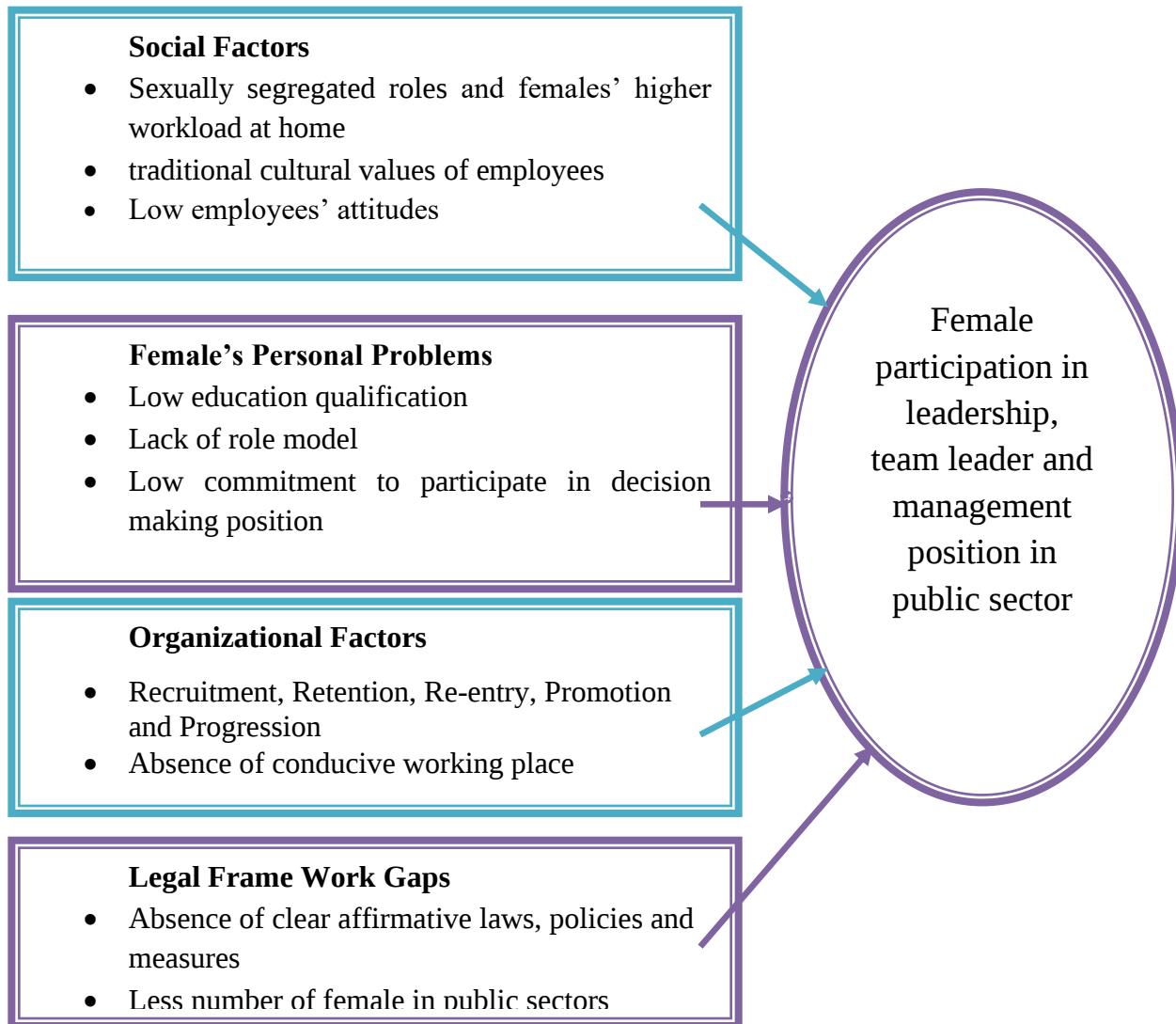


Figure 2.1: shows conceptual frame work Source: own design 2023

The dependent variable is women's participation in leadership position while the independent variables are socio cultural factors, personal factors and institutional factors. The independent variables influence the dependent variable. Socio-Culture can suppress women and prevent them from participating in leadership position at the same time culture can empower women to participate in leadership position. Gender based participation violence also discourages women from participating in leadership position and its inverse is also true.

CHAPTER THREE

RESEARCH METHODOLOGY

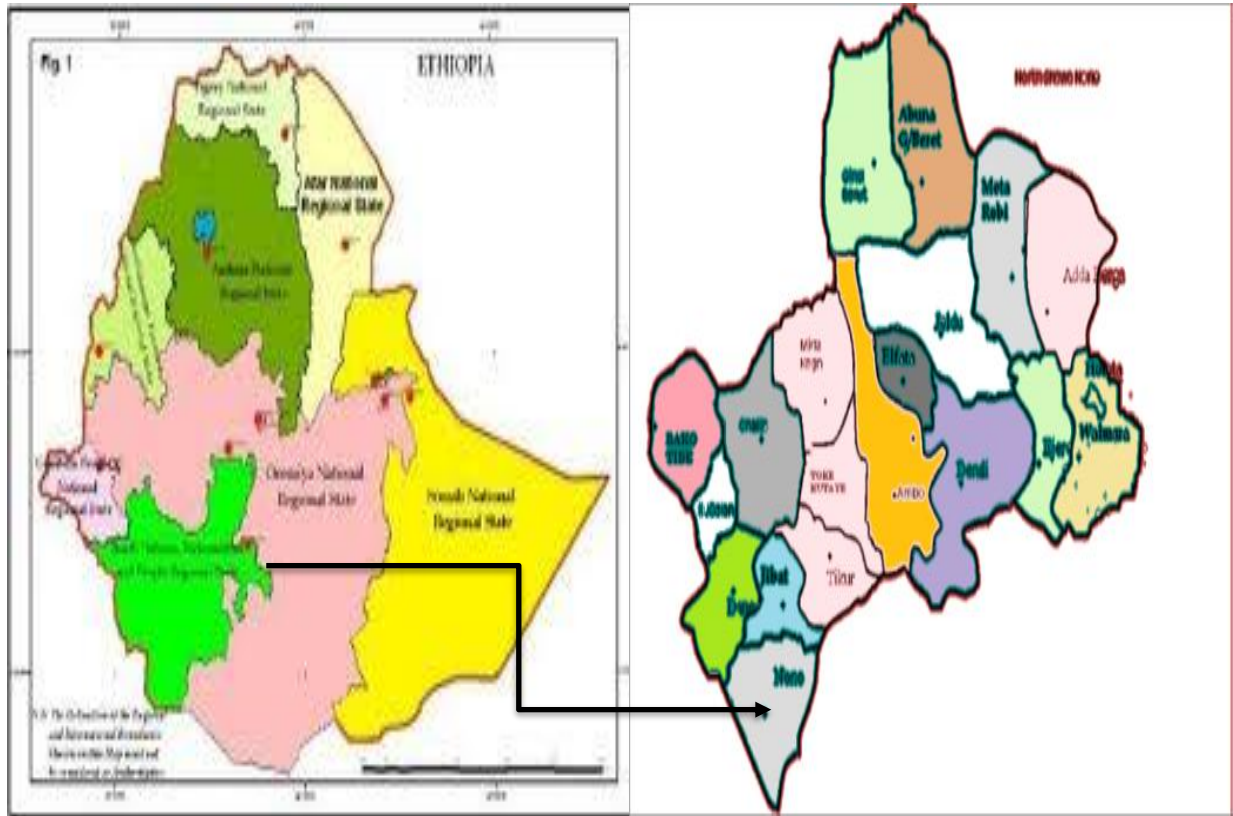
1. Description of the Study Area

1.1. Description of the Study Area

This study was undertaken in Nono woreda West shoa Zone in Oromia Regional State. According to Statistical data of Nono Woreda Administration Office (2022) Nono is located at about 200 km south west of Addis Ababa and about 100 km distance from Ambo town, the capital city of West Shoa Zone. The district covers an area of over 815.53 km² and contains 33 bucolic kebeles and two urban kebeles. It borders with Jibat woreda in the north, in the south Jima zone, in south east Southern Peoples Regional State, in the west Dano woreda, and in the east with Ameya woreda of Oromia region. Based on to the 2007 National Population and Housing Census, in 2011 an estimated population of 116,334 lives in Nono Woreda (CSA, 2011). It is predominantly a rural district, with only less than 10% of people living in urban areas.

According to Tegn Samuel (2014), Nono Woreda's landscape is characterized by flat lands and moderately steep rolling hills with valley bottoms. The altitude of the woreda ranges between 1400 meters to 2250 meters; the district has two agro-climatic zones with 70.59% and 29.41% of *kola* (tropical) and *woinadega* (sub-tropical) types respectively. There are numerous sources of livelihood and income for local communities living in the woreda. Producing crops and chat, livestock production, honey, timber and other non-timber forest products are the common livelihood and income sources. These products serve either for household consumption or for cash income or both.

Figure3.1; Administrative Map of Nono Woreda, West Shoa Zone



Source: Nono woreda communication office, 2023

3.2. Research Design

According to Kothari (2004) research design is the conceptual structure within which a research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data.

To the end, this study, Assessment on the practice and challenges of women's participation in leadership in public sectors: attempts to find out complete and accurate information that concerns the existing facts and characteristics of the phenomenon under consideration in the study area.

Descriptive research design deals on describing the characteristics of a particular individual, or of a group, in the case of this study the researcher selected to describe so descriptive research is a design used to obtain information relating to the existing status of an issue or phenomenon to describe "what exists" within the variables or conditions of the situation the status of women participation in leadership in public sector in Nono Woreda administration. According to Kothari (2004).the emphasis of descriptive research design is on studying a situation or a

problem in order to explain or describing the relationships between variables. Because it helpful to make investigation with prediction, narration, of events. In this case the researcher will use to examine the relationship between personal, socio-cultural and institutional factors and women participation on leadership position, in addition to see their cause and effect relationship on each other. The study will be used both qualitative and quantitative research methods in this research. Since the purpose of this study is to assess the major factors that Assessment on the practice and challenges of women's participation leadership in public sectors position, Quantitative research approach will be used to collect quantitative data using rating scale questioner on public organizations' practices in involving women participation in leader ship position, challenges of women participation in leader ship in public sectors and the extent of female employees 'aspiration to participate in leader ship in public sector will be data analyzed. Qualitative data also collected using interview and open-ended questioner in public organizations' practices in involving female employees participate in leader ship in public sector will be data analyzed.

3.4. Data Collection Instrument

For this study, data will be collected from both primary and secondary sources. For primary data collection, semi structured questionnaire which have open ended and closed ended questions will employed as a preferable data-gathering tool for this study because of two reasons. It allows the study to collect information on facts and attitudes from a wide range of sources. Moreover, it is one of the most important tools to guide the respondent since it gives clear choices to check. The researcher will distribute 153 questionnaires to the selected sample and collect the filled questionnaires from the respondents.

3.3. Data Sources

In order to get sufficient and relevant information for the study the researcher will use both primary and secondary data sources to get strong data so as to reach on concrete findings. The

primary sources of data will be gathered from the respondents currently working in their respective public offices. To strengthen the primary data, secondary sources will be gathered through extensive review of published and unpublished documents.

Apart from this, human resource management guidelines and women promotion strategies in respective public offices will be used. Other key documents such as national policies and academic journals related to the study objectives will be reviewed to strengthen the quality of findings of the study. The target population for this study will be the 247 selected employees of Nono Woreda public offices. These include heads of the office, team leader, expertise, members of the office management and supportive staff employees.

1 Questionnaire

To secure the reliability and adequacy of information, questionnaire comprising both open and close ended questions will be collected from sample public employees. This is because questionnaire is convenient to collect large amount of information from large number of respondents with in short period of time and in a relatively cost effective way; the respondents are literate so they can read and easily respond. It allows the respondents to give information with no threat. In line with this, it makes likely an economy of time and expanse and high proportion of usable response (Kumer, 2011).

The questionnaire will contain two parts. The first part will be about background information of the respondents. The second part of the questionnaire will contain items on characteristics of female's desire to hold discussion making positions, status of female participation in decision making position, others perception towards female leadership and challenges of female to hold higher decision making position.

2 Interview

Besides questionnaire, semi- structured interview questions will be employed with key informants like leader of, Education, Health, Public Service, female and children affairs and public service and human power offices; woreda administrator, management members and team leader's female worker. The main reason to select the semi-structured interview is because it helps to find out different persons perspectives and views deeply and to triangulate the validity of the information with the questionnaire.

3.5. Sampling Technique and Sampling Size

Sampling is a research process in which a small group is selected as representative of the whole universe. It works with the objective to obtain accurate and reliable information about the universe with minimum of cost, time and energy and to set out the limits of accuracy of such estimates. It enables the researcher to make exhaustive and intensive study possible with much less time, money and material Pandey P. & Menu M. (2015:40).

3.5.1. Sampling Technique

The probability sampling techniques will be employed in conducting this study. In order to create homogeneity of an organization, the researcher will stratify sampling techniques. So public organizations in study area will be classified into three strata namely, economic sectors, social sectors and administrative sector and from these strata 3 organizations will be selected from each by probability sampling technique; the selected sector employees' will be grouped into two strata according to their sex in each office employee, after total number of sample size in each office determined the number of female sample will constitute half proportion of it.

Total 9 offices are such as Administrative office, Government communication Affair, Silk-Amba Municipality, Public service & Human resource Office, Education Office, Health office, Finance Office, Transportation Authority Office and Agricultural Office. The approach of employees in the selected office to identify sample respondent using simple random sampling (lottery method) will be employed. It is useful to give equal chance for the selected public office of employees and the researcher believed as they have similar information on the issue to be investigated in the research area.

The intention of the selected offices is based on large number and well experienced employees are employed in the mentioned public organization in the district. This may be good feedback of the female participation of the study area.

3.5.2. Sample Size Determination

Uma & Roger (2010) described population refers to the entire group of people to which a researcher intends the results of a study to apply. Therefore, the population of this study will be

Nono Woreda's government employees of public sector at woreda level. According to Miaoous & Michener (1976) in the determination of sample size the three criteria are very important to gather the required data from sample respondents. These included the level of precision, the level of confidence or risk and the degree of variability in the attributes being measured that enable the researchers to determine appropriate sample size. Therefore, by considering these issues sample size to collect data through questionnaire for this researcher for using large number of sample size from relatively small population for the purpose of accuracy. The researcher uses Taro Yamane's (1967) sample size determination formula.

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = the sample size

N=the study population

e = the level of precision

1 = designates the probability of the event occurring

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{247}{1+247(0.05)^2} = 153$$

Therefore, 153 respondents are used as sample for this study to gather data through questionnaire. Therefore, the sample size for each public organization is calculated using proportion. The study use proportionate sample allocation formula so as to make each stratum sampled identical with proportion of the population. Therefore, proportional sample size from each stratum is calculated by using the following formula.

$$In = \frac{n \cdot Ni}{N}$$

Where: ni= sample size for individual public organization

Ni= the total number of public employees in each public office

N=the total number of public employees in the selected office

n= the total sample size for selected office

Table 3.1.: Number of respondents to be selected from each office

No /stratum	Selected organization	Total No of employees in each office			No of Sample size in each office		
		M	F	T	M	F	T
Administrative Sector	Administrative office	18	11	29	9	9	18
	Government communication affair	6	3	9	3	3	6
	Silkamba municipality	12	7	19	6	6	12
Social Sector	Public service& Human resource	19	15	34	11	10	21
	Education office	25	7	32	13	7	20
	Health office	24	6	30	13	6	19
Economic Sector	Finance	34	5	39	19	5	24
	Transportation authority office	13	7	20	6	6	12
	Agricultural office	24	9	35	12	9	21
Total	9	177	70	247	92	61	153

Source: Own computation; based on data from public Service of the Nono Woreda, 2023

3.6. Data Quality Control

3.6.1. Validity

Validity is about the extent to which an instrument measures what it is expected to measure and it is supposed to measure. Good measurement should be both consistent and accuracy. The researcher will be attempted to assess the validity of instrument through the mechanism of distributed the questionnaire for five experts that familiarized with the subject matter. Then, verified the validity in terms of the items capture the entire scope and arrived at agreed the measurement that represent focus of the study.

3.6.2. Reliability

Reliability refers to the degree of consistency and dependability of a measuring instrument to improve the reliability of data. Cronbach Alpha is the most commonly applied estimate of

multiple item scales reliability. The researcher will be test reliability of data using cronbach alpha value for all corresponding variables. Questionnaires and interview will be used as data gathering instruments. The reliability of the questionnaires will be tested by using SPSS version 20.0 software with Cronbach alpha. As described on Harahan Mohajan (2017) study the values of cronbach alpha above 0.7 are generally considered to be acceptable and satisfactory, above 0.8 are usually quite good and above 0.9 are considered to be reflecting exceptional internal consistency and these indicate that the measurements are reliable and dependable. Therefore, the researcher will be used the acceptable estimate range from 0.7 to 0.9 to measure reliability of the instruments.

3.6.3. Pilot Test or Pretest

A pilot study will be carried out before the actual study and each questionnaire and interview guide will be discussed with some sample respondents to determine suitability, clarity and relevance of the study purposes. The primary aim of this pilot testing procedure is to ensure that Data collection will be accurate and that the data retrieve is reliable. Depending on their response, if there is difficulty in understanding or some problems in the questionnaire, necessary improvements and adjustment will be made.

3.7. Data Collection Procedures

After checking the validity and reliability of the instruments, some sort of orientation on how to administer or response the research questionnaires will be given to the researcher's assistants. Then the research questionnaires will be administered to the selected respondents. During the distribution of the questionnaires, orientation will be given regarding to the purpose of the study collectively and individually at their respective office.

Regarding to the interview, the researcher himself will conduct it with human resource managers of the selected public sector organizations. The researcher will create good rapport or relationship with research participants in order to forward their opinion freely on the issue. The interview and questionnaires will be held by Afan Oromo for in depth explanation of ideas and intensity, which finally be translate in to English. For this purpose the researcher will take a note regarding to their responses.

3.8. Method of Data Analysis

In order to answer the basic research questions and to achieve the objectives of the study the researcher will be use as descriptive statistics. Descriptive statistics will be used to describe and interpret the results of the study. The primary data collected from the questionnaire and interview will be analyzed using descriptive statistics. Descriptive statistics will be employed by using mean, percentage, standard deviations and frequency to assess women's participation in leadership position in the study area using descriptive narrations through concurrent triangulation strategy.

In addition to this, Inferential statistics allows to infer from the data through analysis, the relationship between two or more variables and how several independent variables might explain the variance in a dependent variable through using multiple regression analysis will be used to test for the effect of Assessment on the practice and challenges of women's participation in leadership in public sectors. Prior to data analysis the questionnaires will be coded based on a five point likert scale ranging from 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree will be employed in the questionnaire. SPSS 20.0 will be involved to perform the analysis of quantitative data.

The research will be carried out according to work schedule described in table

Table 4.1 Work plan of the study

5		Year 2016
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	Activities	October	December	November	January	February	March	April	May
1	Literature review		X						
2	Proposal writing	X							
3	Proposal submission		X						
4	Presentation of research proposal		X						
5	Preparation of data collection tools			X					
6	Selection of data enumerators			X					
7	Orienting data enumerators			X					
8	Collecting data				X				
9	Organizing data				X	X			
10	Analyzing data						X		
11	Research report writing						X		
12	Submission of research report							X	
13	Presentation of research report								X

The budget portion of a research sets out the financial resources required for the implementation of the research. Accordingly, the required budget to carry out the research titled Assessment on the practice and challenges of women's participation in leadership in public sectors in case of Nono woreda West Shewa, Oromia Regional State: The case of Nono Woreda is summarized under various headings and presented in table.

ACTIVITY AND BUDGET PLAN OF THE STUDY

Table 4. 2: Budget breakdown

S/n	Items	Quantity	Unit price	Total price	Remarks
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			Birr	Cent	Birr	Cents	
A	Stationary materials						
1	Typing paper	2	260		520		
2	Pen	5	25		125		
3	Writing pad	4	40		160		
	Sub total				805		
B	Other materials						
1	Flesh	1	260		260		
2	Rewritable CD	5	30		150		
3	Dry cell butteries	10	15		150		
	Sub total				560		
C	Secretary and related expense						
1	Writing and printing				2000		
2	Photocopy				3000		
	Subtotal				5000		
D	Personal expense						
1	Per dime				15,750		
	Subtotal				15,750		
E	Transportation						
1	From Nono Woreda 'up to wolkite university				1200		6-8 trips
	Subtotal				1200		
F	Document lamination	4	210		640		
G	Contingency allowance				1840		
Grand total (A+B+C+D+E+F+G)					23,955		

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