

# YEAR 2 IMPACT REPORT



# Acknowledgement

**We acknowledge the NGO leaders and their teams who said yes to growing and developing leadership in their organizations** through being part of EthicalCoach's

coaching program. Coaching is a relatively new approach to developing leadership in Ethiopia. The NGOs involved in this pilot are not only modelling change leadership in the work they do in partnering with communities, but also in stepping into the often courageous work of self and collective leadership development. Thanks go to all the NGO leaders, coaches, and volunteers who participated in the research, in particular those who supported the collection of the data. This research report, in addition to the Phase 1 report will help us to understand better the impact of our leadership coaching approach on NGO leaders, their teams, and their organizations, and to use the lessons learned to raise standards in the field.

Dr. Kerry Woodcock and Kathryn Bean would like to acknowledge Sebastian Fox, Sylvia Vriesendorp, Deb Rae, Anushly Sithamparam and Karin Wilms for their continued commitment through to Phase 2.

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# Who We Are



**EthicalCoach is a bridge between world-class coaches and nonprofit organizations.**

We deliver resources and tools that build capacity within nonprofits, enabling them to increase their impact and serve more people in need. Our mission is to identify and work with nonprofit organizations supporting the achievement of the United Nations Sustainable Development Goals (SDGs), with a particular focus on improving the lives of women and children, who have the greatest potential to benefit from coaching.

**The Ethiopia Pilot is the first EthicalCoach project.**

Ben Croft brought together a world-class team of coaches to model and test a pilot project launched in Ethiopia in October 2018. Following an intensive effort to build local capacity and support, EthicalCoach brought 400 selected nonprofit leaders together for an empowering two-day Summit at the United Nations Economic Commission for Africa (UNECA) building in Addis Ababa. In the two years following the Summit, one-on-one and team leadership coaching was provided to selected organizations.



## Since 2018, we have supported 400 NGO leaders to develop their leadership capability



We've trained and mentored 29 coaches and supported 19 coaches to achieve European Mentoring and Coaching Council (EMCC) accreditation in Ethiopia

**19**  
**coaches**

**400**  
**NGO**  
**Leaders**

We provided group leadership coaching and resources to 400 NGO leaders in Ethiopia



We've provided access to one year of coaching for 10 NGO leaders and their teams in Ethiopia in 2019 & 14 in 2020.

**24**  
**NGO Leaders**  
**+ Teams**

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The Ethiopia Pilot would not have been possible without the support of our local and international partners, hosts, and volunteers from around the world who are generously giving of their time, expertise, and resources. It is through all of their combined efforts that this project is coming to life.

Our thanks to each and every one of them.

# Our Partners

EthicalCoach is the philanthropic arm of the WBECS Group, which serves as the primary source of funding for the Ethiopia Initiative. Additional funding has been sourced from WBECS partnerships with Harvard Medical School, McLean Hospital - Institute of Coaching, Forbes Coaches Council, and ICF Central Florida Chapter. Thank you for your support.



Thank you to our Ethiopian partners: Ethiopian Charities and Societies Forum (ECSF), Consortium of Christian Relief and Development Association (CCRDA), Centre for Creative Leadership, R&D Group, Centre for African Leadership Development (CALD).



Thank you to our international partners.



# Executive Summary

## Background

The Ethiopia Pilot brought together a world-class team of coaches and 400 NGO leaders at a two-day Summit in October 2018.

This Impact Evaluation is focused on one-on-one and team leadership coaching, which was offered through a two phase program: ten NGOs in phase 1 and fourteen in phase 2. Seven NGOs completed the coaching program in phase 1, and complete data were collected from five of those NGOs; and eight NGOs completed the coaching program in phase 2, and completed data were collected from 8 NGOs.

## Research Approach

The research applied for this coaching impact evaluation was implemented in the following stages:

- Conducting **semi-structured interviews** with NGOs to gain an understanding of the NGO leadership and coaching landscape.
- Developing a **theory of change** that assumes that coaching will contribute to the development of desired leadership behaviors in NGO leaders and their teams, which will contribute to increased leadership effectiveness, which then contributes to increased NGO performance.
- **Selecting 10 NGOs** to receive one year of coaching in Phase 1, starting in January 2019.
- **Selecting 14 NGOs** to receive one year of coaching in Phase 2, starting in March 2020. 11 received team and individual coaching, while 3 NGOs received individual coaching.
- Conducting **baseline and endpoint surveys** at coaching commencement and completion.
- Conducting **coach pulse surveys and qualitative interviews**.
- Conducting **follow-up data collection and analysis**.



## NGO Profile

NGO leaders were Country Directors, Executive Directors, or Program Managers. NGO leadership team members' roles centered on the management of functions in the organization.

### Phase 1

- 55% of participants were male, 45% were female, and 75% were aged between 30 and 49 years.
- 50% of the NGOs who participated have less than 200 employees, and 82% have 1 – 50 volunteers.

### Phase 2

- 59% of participants were male, 41% were female, and 68% were aged between 30 and 49 years.
- 62.5% of the NGOs who participated have 1 – 50 employees and volunteers

## Impact of Coaching

NGO leaders strongly agree that one-on-one (50%) and team coaching (49%) is impactful and would recommend both to other NGO leaders.

- **Leadership Competencies and Behaviours** 50% of NGOs STRONGLY agree that after one-on-one coaching, they have developed their leadership competencies and behaviors. 34% of NGO leadership teams STRONGLY agree that after team coaching, they have developed leadership competencies and behaviors.
- **Leadership Effectiveness** After one-on-one coaching, there was a 50% increase in NGO leaders who state they ALWAYS provide effective leadership. After team coaching, there was a 15% increase in NGO leaders who state their leadership team ALWAYS provide effective leadership.
- **NGO Performance** After coaching, there was an 35% increase in NGO leaders who rated their NGO in the top 10% for overall performance in comparison to similar organizations.

# The NGO Leadership Coaching Landscape

1990s

Leadership development in Ethiopia's NGO sector has been evolving from building technical skills and knowledge of top-most leaders to building adaptive awareness of all leaders.

There was also a move from:

- Focusing on relief to development
- Mostly faith-based NGOs to more local, international and secular NGOs
- Working independently to more partnerships
- Models of control/compliance to collaboration around a shared purpose

2016

Around 353 International NGOs and 2111 national NGOs and local NGOs are registered in Ethiopia (ECSF, 2016)

2017

One Ethiopian leader expressed the inner conflict many NGO leaders experience as:

*"Our concept of leadership starts from the family and is about control and being paternalistic. It is similar to our government and society, which is paternalistic and hierarchical. Myself and many of my fellow NGO leader colleagues wonder whether without our positional power anyone would follow us. How do we inspire and motivate? There is a big gap around how we can influence without the use of our positional power."*

2018-  
2021

Coach training, mentoring and supervision was offered by EthicalCoach, in partnership with CMI, CRR Global and GSN. By 2019, nineteen of these coaches were accredited by the EMCC and coached NGOs through the Ethiopia Pilot. EthicalCoach provided access to coaching for 24 NGOs over a two phase coaching program.

**Key Shifts** in leadership development since 1990s were:

- Developing skills in adapting more quickly in complex and rapidly changing environments.
- Using facilitation, mentoring and coaching rather than just training.
- Supporting leaders and teams throughout the NGO, instead of just the leader.
- Move to using technology as a delivery method, to reduce costs and time

**Coaching activities in the NGO sector**

in Ethiopia have been minimal. Examples include executive coaching by international coaches to expatriate leaders and some coaching in universities and faith-based communities. This is reflected in EthicalCoach's Impact Evaluation Data, where only 6% of NGO leaders identified that they have a previous experience of being coached. These previous experiences were described by them as being short-term (3 months), information, virtual and/or focused on enhancing sales capacity.

# The Research Approach

This research was designed to understand the impact of leadership and team coaching on leaders, their teams, and their organization within the specific context of NGOs in Ethiopia following the approach of phase 1. Longitudinal quantitative surveys were conducted and combined with smaller-scale qualitative interviews. The study was implemented in the following stages:

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## Theory of Change

The Theory of Change was developed in phase 1. Our theory of change assumes that coaching will contribute\* to the development of desired leadership behaviors in NGO leaders and their leadership teams, which will contribute to increased leadership effectiveness and contribute to an increase in NGO performance.

- **ACTIVITY:** Select NGOs and coaches, matching and providing access to coaching.
- **OUTPUTS:** NGOs complete a one-year of coaching (one-on-one and team).
- **OUTCOMES:** NGO leaders and teams develop individual and collective leadership competencies and behaviors and increase their leadership effectiveness.
- **IMPACT:** Increase NGO performance, which in the long-term will support an increase in NGO capacity to serve their communities.

*\* Please note, due to the small sample size, attribution will not be claimed, only contribution.*

## 1. Selection of NGOs

14 NGOs were selected from 40 who attended the Summit. The original design of the impact evaluation included using counterfactuals in the second year. These counterfactual NGOs were given the opportunity to receive coaching in phase 2, starting in March 2020. By the end of Phase 1 it was determined that 5 of the counterfactuals were not ready, able, or willing to receive coaching in Phase 2. Unfortunately, due to a range of challenges in collecting survey data, both in the factual and counterfactual group, the collection of the counterfactual data was unable to be completed. This led to the abandonment of using counterfactual data.



For Phase 2 fourteen NGOs were selected, five of which were counterfactuals. The other nine NGOs were selected by reaching out to NGOs that attended the Summit and/or were referred. Selection was based on one-on-one interviews with NGO leaders to assess coaching readiness.

## 2. NGO Baseline and End-point Survey

A baseline survey was distributed to all NGO leaders receiving individual and team coaching. End-point\* surveys were administered on the completion of phase 2 coaching. The survey comprised of questions on the profiles of the NGOs, leaders, as well as the desired leadership behaviors, perceived leadership effectiveness, and perceived NGO performance. Surveys were administered as an online survey.

## 3. Qualitative Interviews

In phase 2, we conducted a series of qualitative interviews for potential future case studies. Stories from the Phase Two are available [here](#).

## 4. Data analysis

For phase 2, the primary data analysis is quantitative.

## 5. Limitations

Like phase 1, phase 2 of the coaching program started out with a small sample size of fourteen NGOs. As a result, there was an awareness that the impact evaluation was limited to only claiming contribution rather than attribution. High fall-out rate\* of NGOs in the coaching program further limited the sample size to 8 NGOs.

14 selected: 11 for team and individual and 3 for individual; of these 8 completed for team and individual and 0 completed that were individual only.

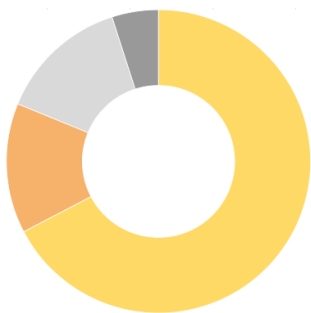
*\*Potential reasons for coaching not taking place, included:*

- *No access to internet due to political instability and global pandemic at the launch of phase 2 may have caused a change in priorities.*
- *Lack of understanding of what coaching is really about. Most of the organizations that were originally contacted expected training or consultancy. Many had not experienced coaching and did not know what to expect.*
- *Lack of sponsorship both outside and within the leadership team. This resulted in a lack of support for the coaching program.*

# NGO profile



- 59% of participants were **MALE**
- 41% of participants were **FEMALE**

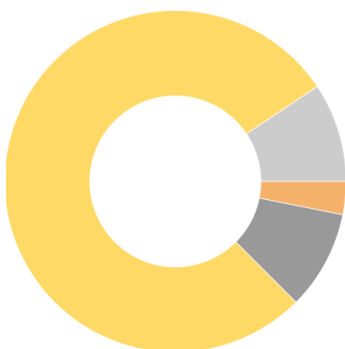


- 68% of participants were **between 30-49 years old**
- 14% of participants were **between 18-29 years old**
- 14% of participants were **between 50-64 years old**
- 5% of participants were **between 65+ years old**

- 95% of participants were **ETHIOPIAN**
- 5% of participants are **EXPATRIATE**



84% of participants have a **MASTERS or HIGHER DIPLOMA**



- 9% have **Bachelor's Degree**
- 75% have **Masters' Degree,**
- 9% have **Doctorate Degree,**
- 4% would **prefer not to say**

# Findings



Our research evaluated the impact of NGO coaching in Ethiopia. By collecting data from NGOs over a one year coaching period, we can identify changes in leadership behaviors, leadership effectiveness, and NGO performance. These results demonstrate that coaching develops competencies and behaviors and increases in leadership effectiveness and NGO performance.

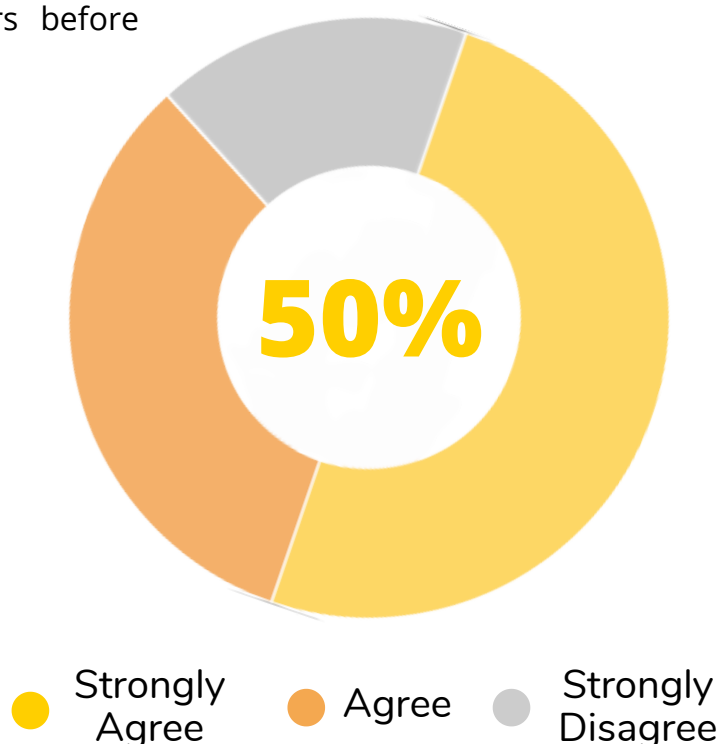


# Finding No.1 Coaching Develops Leadership Competencies and Behaviors

50% of NGO leaders **STRONGLY AGREE** that after **ONE-ON-ONE COACHING** they have developed their leadership competencies and behaviors.

## Key **individual** leadership competencies and behaviors developed

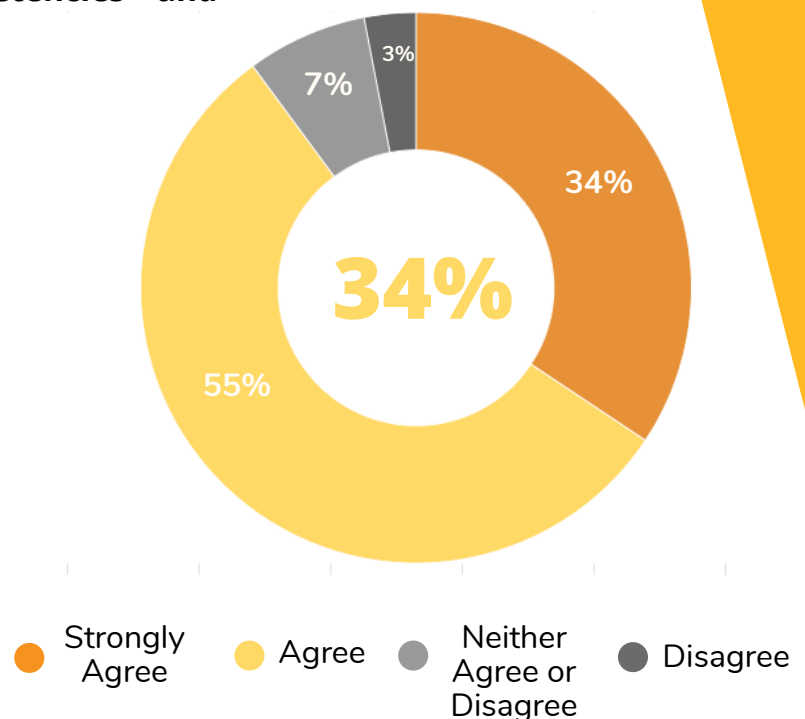
- Inclusiveness - listening to others before making decisions
- Delegation
- Creative out-of-the-box thinking



**34% of NGO leadership teams STRONGLY AGREE that after TEAM COACHING they have developed their leadership competencies and behaviors.**

**Key *collective* leadership competencies and behaviors developed**

- Team spirit
- Building trust
- Better communication
- Better and faster decision making
- Inspiring others



**NGO Team Comments**

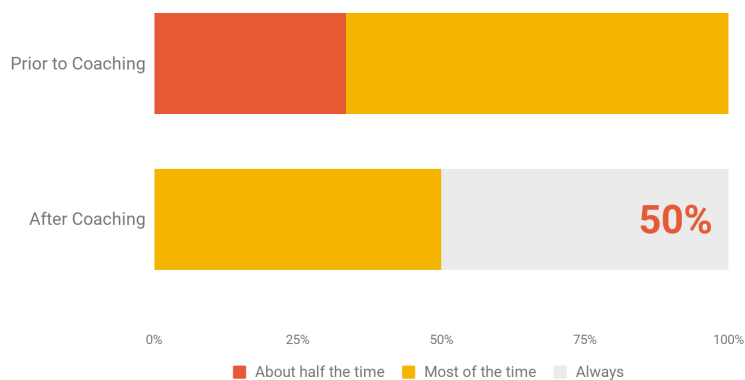
*"[We developed] trust in each other's potential and capacity as a team and never to assume and be judgmental, but show empathy toward each other and ask questions, listen and understand."*

*Building trust, bringing others along, making better and faster decisions, and inspiring those around us."*

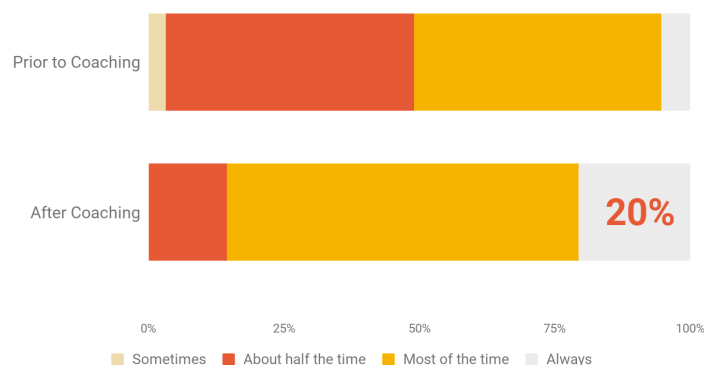
# Finding No. 2

## Leadership Effectiveness Increased

After ONE-ON-ONE COACHING, there was a 50% increase in NGO leaders who state they ALWAYS provide effective leadership.



After TEAM COACHING, there was a 15% increase in NGO leaders who state their leadership team ALWAYS provides effective leadership.



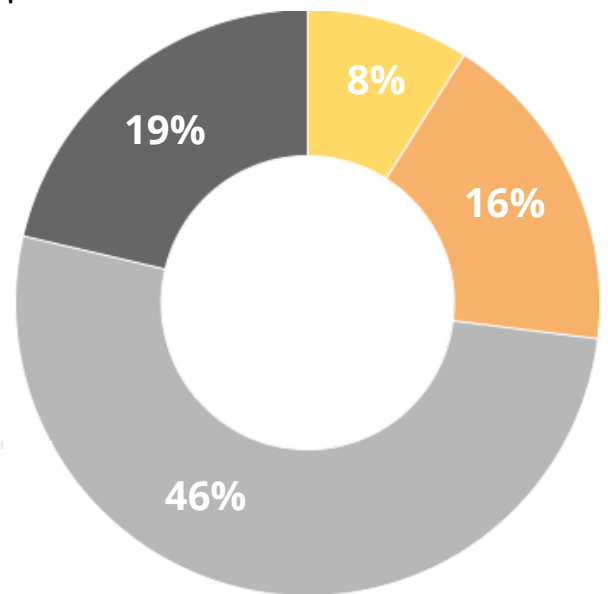
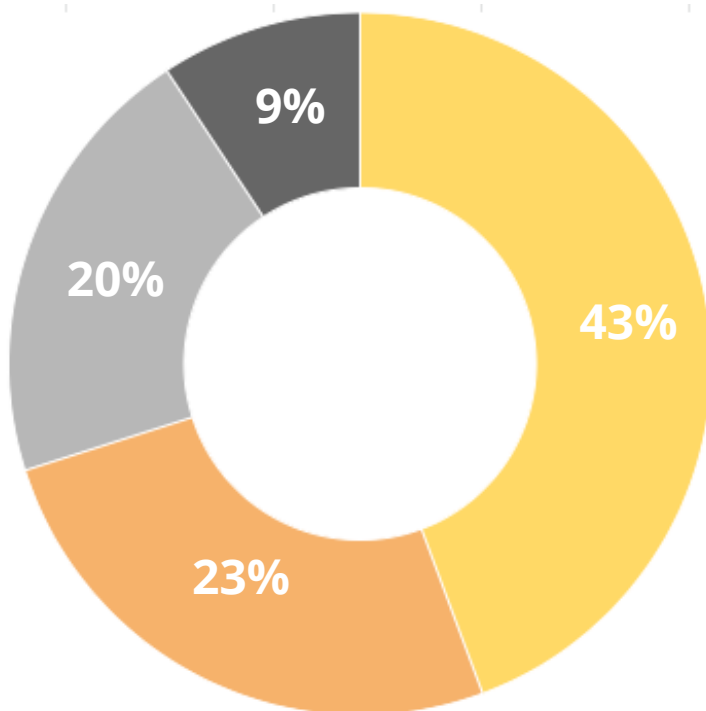


# Finding No. 3 NGO Performance Increased

After coaching, there was a 35% increase in NGO leaders who rated their NGO in the top 10% for overall performance in comparison to similar organizations in Ethiopia.

Perceptions of overall performance in comparison to similar organizations in Ethiopia

- Top 10% (One of the best)
- Top 25%
- Top 25-50% (Much better than other similar organizations)
- Same as others



2019

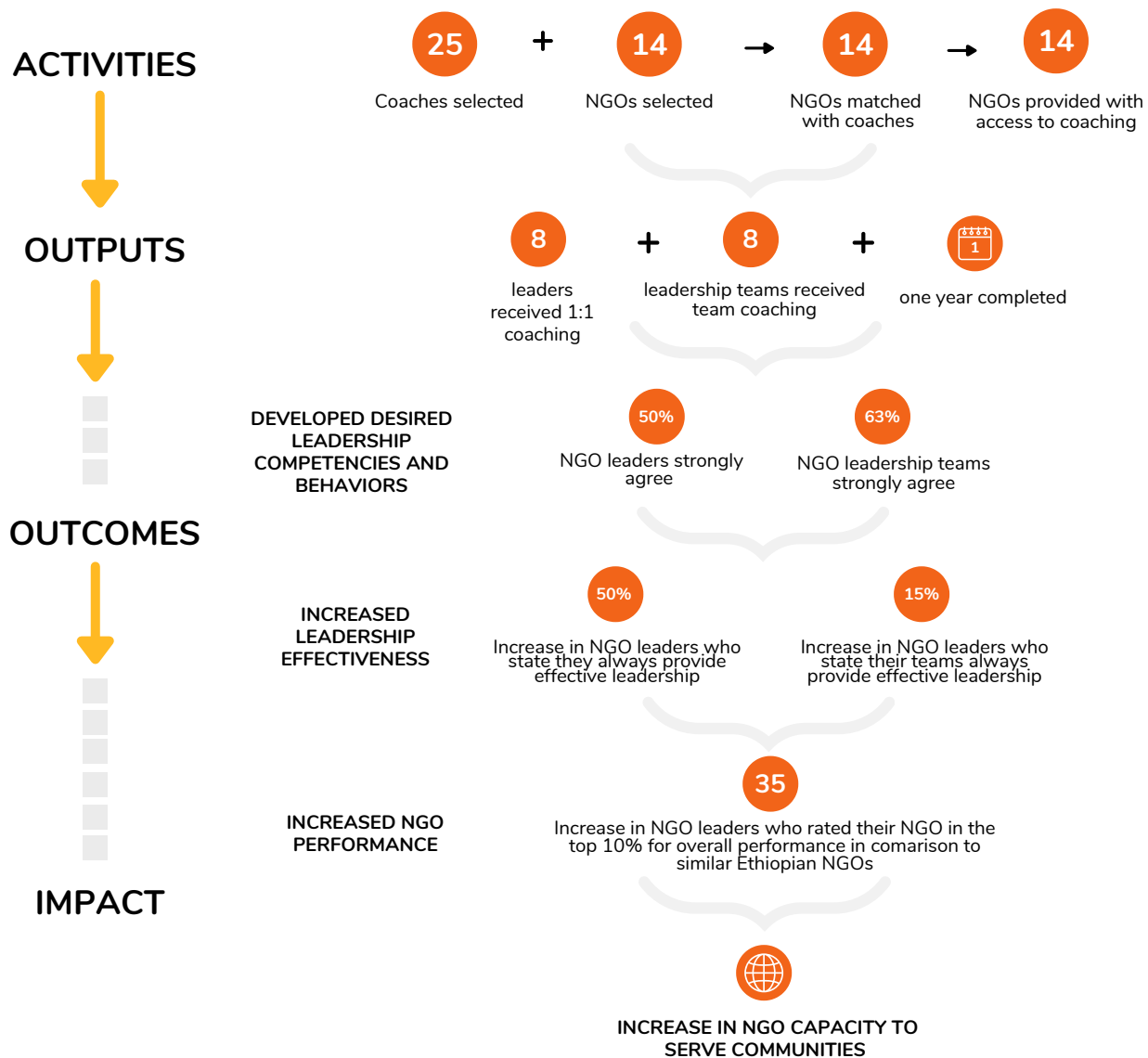
2020

# Impact of Coaching

The impact of providing access to a combination of one-on-one and team leadership coaching to NGO leaders and their leadership team in Ethiopia, over one year, contributed to the development of leadership competencies and behaviours, which contributed to an increase in leadership effectiveness, which contributed to an increase in NGOs performing in the top 10%. In summary, NGO leaders strongly agree that one-on-one (50%) and team coaching (49%) is impactful.

## Theory of Change

Impact of Coaching on NGO Leadership Capability, Effectiveness and Performance in Sub-Saharan Africa  
The Case of Ethiopia



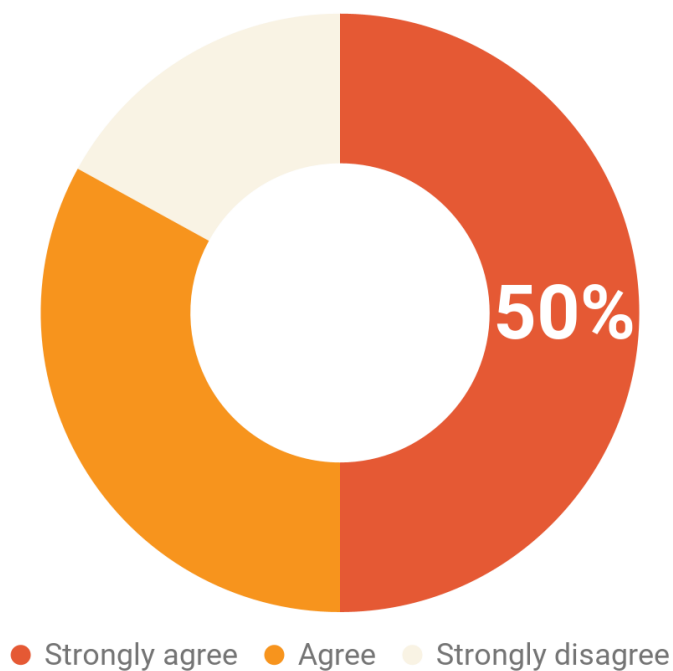
Overall, NGO leaders strongly agree that one-on-one (90%) and team coaching (81%) is impactful

## One-on-one leadership coaching is impactful

**50% of NGO leaders STRONGLY agree that working one-on-one with a Leadership Coach was impactful.**

### Key impacts of leadership coaching:

- Developed capability to delegate
- Developed confidence
- Developed the ability to listen



### NGO Leader Comments

"Together you create a strong and trusting partnership that enables you to improve and sustain your performance."

**"Reflective learning. The coaching was tailored and built on individual experience and was engaging."**

## Team leadership coaching is impactful

49% of NGO leaders **STRONGLY** agree that working together as a leadership team with team coaches was impactful.

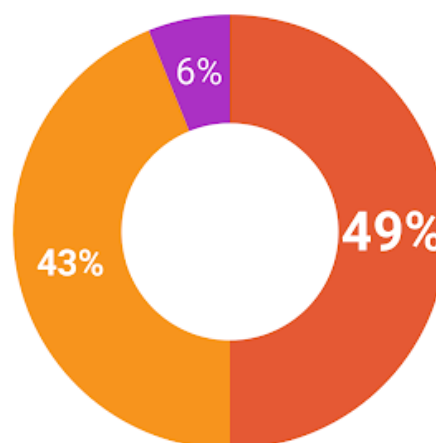
### NGO Leader Comments

"I would advise the organization to dedicate assigned time for the meeting including assignment of the applicable staff. To keep an open mind and not to expect the coaches to provide solutions for the organization's problem, but for the management team to be ready to tackle each problem by themselves."

"Don't miss any piece."

### Key impacts of team coaching:

- Developed leadership competence
- Created new ideas
- Eased communication



● Strongly agree ● Agree ● Disagree

**The coaching is important, it will help your team to share experience, exchange feedback and improve teams' relationships through the process which will further help to achieve results.**

Team coaching could be more impactful if...

### Key Considerations

- ...there were more rigorous assignment and reporting on key leadership gaps.
- ...we were able to set up a more appropriate time.

"It would have been good to push a bit more in order to go through the entire year of one-on-one coaching. It was a very challenging year and I would have loved to benefit from a full year of such coaching."

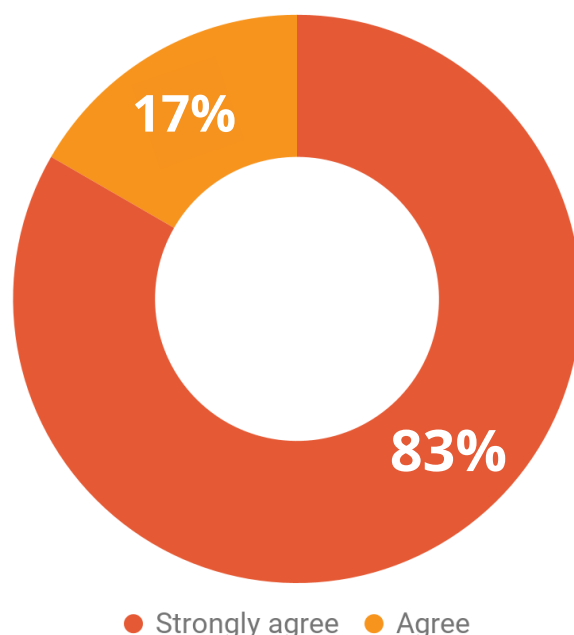


## NGO leaders recommended one-on-one and team leadership coaching

83% of NGO leaders STRONGLY agree that they would recommend one-on-one Leadership Coaching to other NGO leaders.

### Leadership coaching recommended to:

- Grow personal and professional leadership
- Achieve tangible behavioral changes



"It is good to consider working one on one as it helps free discussion and to air out issues openly."

"Impactful!"

"There are always personal level limitations that need to be addressed and better diagnosed and treated at one on one level."

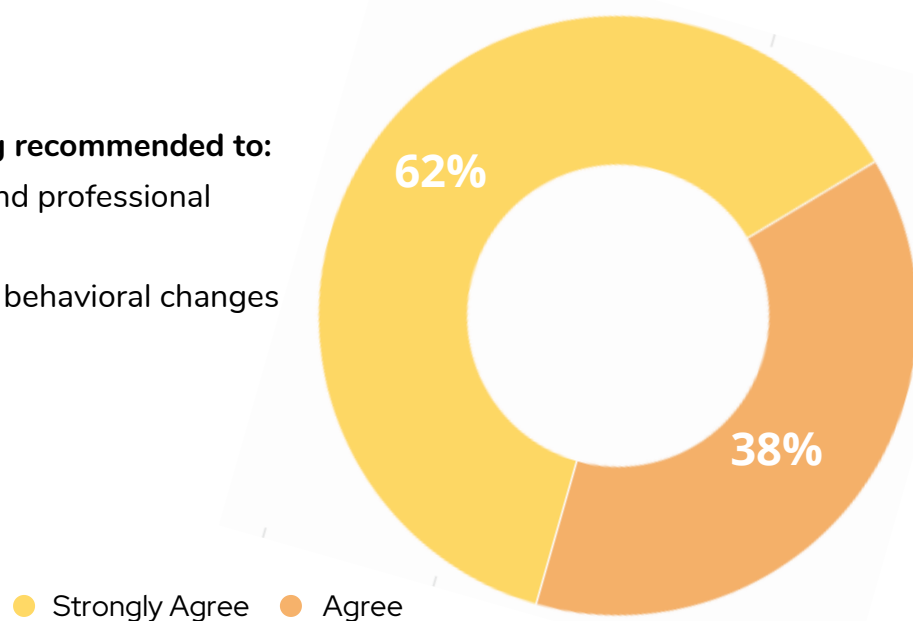
**The one-on-one leadership is an exploratory and self reflective process with expert support and very much helps to improve leadership capacity.**

## NGO leaders recommended one-on-one and team leadership coaching

62% of NGO leaders strongly agree that they would recommend team coaching to other NGO leadership teams.

### Leadership coaching recommended to:

- Grow personal and professional leadership
- Achieve tangible behavioral changes



"It is good to consider working one on one as it helps free discussion and to air out issues openly."

"Impactful!"

"There are always personal level limitations that need to be addressed and better diagnosed and treated at one on one level."

**The one-on-one leadership is an exploratory and self reflective process with expert support and very much helps to improve leadership capacity.**

# Conclusion

Providing NGO leaders and their teams with access to one-year of a combination of one-on-one and team leadership coaching contributed to the development of desired leadership competencies and behaviors, an increase in leadership effectiveness and an increase in NGOs performance. NGO leaders strongly agree that one-on-one and team coaching is impactful and would recommend both to other NGO leaders.



# About the NGOs

## Center for Victims of Torture



The Center for Victims of Torture works toward a future in which torture ceases to exist and its victims have hope for a new life. We are an international nonprofit dedicated to healing survivors of torture and violent conflict. We provide direct care for those who have been tortured, train partners around the world who can prevent and treat torture, and advocate for human rights and an end to torture.

### Vision

The Center for Victims of Torture's vision is a world without torture.

### Mission

The mission of the Center for Victims of Torture is to heal the wounds of torture on individuals, their families and their communities and to end torture worldwide.

### CVT VALUES

**HOPE:** We believe a better future is possible.

**Human Dignity:** We commit to respecting the humanity of all people.

**Integrity:** We commit to holding ourselves accountable, ensuring honesty and transparency.

**Equity:** We commit to dismantling barriers to justice and advancing opportunities for all.

**Collaboration:** We commit to listening to, working with and learning from survivors and each other.

### HEALING

Our international healing initiatives are in refugee camps and post-conflict areas where few mental health resources are available. We train local community members and refugees to meet the mental health needs of their compatriots for the long term.

# Development Expertise Center



DEC is a Child-centered organization that works in partnership with grass-root communities, government structures, CBO's and donors.

Development Expertise Center (DEC) is a National Civil Society Organization (CSO) aspires to see all marginalized children properly fostered. The organization has Four major program areas; Child Development, Gender and Life Skill Development; Skills and Entrepreneurship Development and Lobby & Advocacy.

## EngenderHealth

Sexual and reproductive health and rights are completely and inextricably intertwined with gender equality. They also know that marginalized groups—such as girls, women, and gender minorities; adolescents and youth; people with disabilities; economically disadvantaged groups; and rural and other hard-to-reach populations—are particularly vulnerable to discriminatory practices that can prevent them from leading healthy lives.



**EngenderHealth**  
for a better life

## Vision

A gender-equal world where all people achieve their sexual and reproductive health and rights.

## Mission

To implement high-quality, gender-equitable programs that advance sexual and reproductive health and rights.



## Experience and Impact

Their programming builds on the lessons learned and best practices gained through half a century of experience working in more than 100 countries around the world to support individuals, communities, and healthcare systems in delivering high-quality, gender-equitable programs and services that advance sexual and reproductive health and rights. Today, they are implementing programs in 13 countries across Asia and Africa



IOCC, in the spirit of Christ's love, offers emergency relief and development programs to those in need worldwide, without discrimination, and strengthens the capacity of the Orthodox Church to so respond. Current programs focus on emergency relief, agriculture and food security, education, health, water and sanitation, and economic opportunity.

IOCC staff identifies needs, develops plans, manages operations, tracks grants, guides programs, and assures reporting and transparency. IOCC is accountable to the Assembly of Bishops, governed by an elected Board of Directors, and managed by an Executive Director and Executive Team.

IOCC is committed to working with the most affected communities to identify appropriate short and long-term responses to their needs.

## People in Need

They are a non-governmental, non-profit organization founded on the ideals of humanism, freedom, equality and solidarity. They consider human dignity and freedom to be fundamental values. They believe that people anywhere in the world should have the right to make decisions about their lives and to share the rights expressed in the Universal Declaration of Human Rights.



We are an intrinsic part of civil society. Our work is based on the personal initiative and activity of hundreds of our employees and volunteers, both in the Czech Republic and in the dozens of other countries where we work, as well as the trust and support we are endowed with by individuals, businesses, governments and international institutions.

We determine the specific areas and priorities of our activities with respect to the level of urgency and our actual capacity to change the situation. We cannot be everywhere, but it is essential that our work makes a real difference.

# Professional Alliance for Development (PADet)



Professional Alliance for Development, PADet, is an indigenous non-governmental organization established in 1998 with the vision of bringing change on children, youth and women to enjoy secured life. PADet's mission is to support children, youth and women in their efforts to improve their wellbeing through participatory and sustainable development programs focusing on sexual and reproductive health, and HIV/AIDS prevention and support, child development, promotion of livelihood and food security measures.

PADet is operational in five administrative regions that include Addis Ababa, Amhara, Benishangul, Oromiya, Afar, it implements 11 projects in 26 districts with a total portfolio of Birr 35 million for 2020 aimed at addressing 187,964 target beneficiaries directly (50% female).

## Talent Youth Association (TaYA)



TaYA is a youth-focused and youth-led organisation based in Addis Ababa, Ethiopia. TaYA is built upon the premise that youth are the promise of the successful development of Ethiopia. TaYA's main working areas are sexual and reproductive health, youth participation in decision making, women's economic empowerment, social norms change and HIV prevention.

### Vision

A world without child marriage where girls and women enjoy equal status with boys and men and are able to achieve their full potential in all aspects of their lives.

### Mission

We know that we are more effective when we work together, and believe that – as a partnership – we will foster real change in girls' lives.

Together, we will

- Collaborate to prevent child marriage and support girls who are – or have ever been – married.
- Amplify the voices of girls at risk of child marriage and defend girls' rights to health, education and the opportunity to fulfil their potential.
- Enhance and strengthen efforts to end child marriage at every level.
- Raise awareness of the harmful impact of child marriage by encouraging open, inclusive and informed discussion at the community, local, national and international level.
- Facilitate learning and coordination between organisations working to end child marriage.
- Mobilise all necessary policy, financial and other support to end child marriage.

## The Hunger Project

We are a global, non-profit, strategic organization committed to the sustainable end of world hunger. Our mission is to end hunger and poverty by pioneering sustainable, grassroots, women-centered strategies and advocating for their widespread adoption in countries throughout the world.

### Our Principles

Through our work to end hunger, we have recognized these ten principles as being fundamental to The Hunger Project. We challenge ourselves to ensure that each of our strategies builds on these principles.



- |                        |                                |
|------------------------|--------------------------------|
| 1. Human Dignity       | 6. Sustainability.             |
| 2. Gender Equality.    | 7. Social Transformation.      |
| 3. Empowerment.        | 8. Holistic Approach.          |
| 4. Leverage            | 9. Decentralization.           |
| 5. Interconnectedness. | 10. Transformative Leadership. |

### Vision

A world where every woman, man and child leads a healthy, fulfilling life of self-reliance and dignity.

### Mission

To end hunger and poverty by pioneering sustainable, grassroots, women-centered strategies and advocating for their widespread adoption in countries throughout the world. Read about our approach.



# Contact

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ETHIOPIA YEAR 2  
IMPACT REPORT

