



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

THE CASE OF ETHIOPIA

Acknowledgments

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 pilot 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 in-person and virtually. This research 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.

"We acknowledge NGO leaders for their deep commitment to growing and developing leadership in their organizations and their ongoing commitment to improving the lives of thousands of children, men and women in Ethiopia"

-Ben Croft, EthicalCoach Founder

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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, and 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 is being provided to selected organizations with additional support and resources available to all of the summit participants.

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



19

COACHES

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



400

NGO LEADERS

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



10

NGO LEADERS + TEAMS

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



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 your combined efforts that this project is coming to life.

Our thanks to each and every one of you.

Our Partners

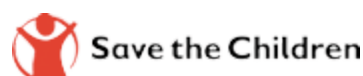
EthicalCoach is the philanthropic arm of the WBECS Group, which serves as the primary source of funding for the Ethiopia Initiative. Additional funding has been sourced from WBECS partnerships with Harvard Medical School, McLean Hospital - Institute of Coaching, Forbes Coaches Council, and ICF Central 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 to ten NGOs in the year following the Summit. Seven NGOs completed the coaching program, and complete data were collected from five 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.
- 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

- 55% of participants were male, 45% were female, and most were aged between 30 and 49 years.
- 50% of the NGOs who participated have less than 200 employees, and 82% have 1 – 50 volunteers.
- NGO leaders were Country Directors, Executive Directors, or Program Managers. NGO leadership team members' roles centered on the management of functions in the organization.

Impact of Coaching

NGO leaders strongly agree that one-on-one (90%) and team coaching (81%) is impactful and would recommend both to other NGO leaders.

- **Leadership Competencies and Behaviours** 70% of NGOs STRONGLY agree that after one-on-one coaching, they have developed their leadership competencies and behaviors. 56% 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 2% increase in NGO leaders who state they ALWAYS provide effective leadership. After team coaching, there was a 28% increase in NGO leaders who state their leadership team ALWAYS provide effective leadership.
- **NGO Performance** After coaching, there was an 8% increase in NGO leaders who rated their NGO in the top 10% for overall performance in comparison to similar organizations.

Lessons Learned

Sponsor (in this project, the NGO executive leader), coach and client buy-in and commitment to the process of coaching is essential to create even more impact over time and ultimately support the long-term goal of increasing NGO capacity to serve communities in Ethiopia.

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

Key Shifts in leadership development since the 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

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 relationship between 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.”

Coaching activities in the NGO sector in Ethiopia have been minimal.

Examples include executive coaching by international coaches to expatriate leaders and some coaching activity 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.

2018

-
2020

Coach training, mentoring and supervision was offered by EthicalCoach in Ethiopia, in partnership with CMI, CRR Global and GSN. By 2019, nineteen of these coaches were accredited by the EMCC and coached NGOs through EthicalCoach's Ethiopia Pilot.

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. Longitudinal quantitative surveys were conducted and combined with smaller-scale qualitative interviews. The study was implemented in the following stages:

1. Semi-Structured Interviews

Firstly, we conducted semi-structured interviews with NGO leaders and coaches across Africa and in Ethiopia, specifically, to gain an understanding of the NGO, NGO leadership, and coaching landscape. This initial work informed the development and refining of the overarching coaching program design and the methodological framework and data collection instruments.

2. Theory of Change

Next, a Theory of Change was developed. 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.

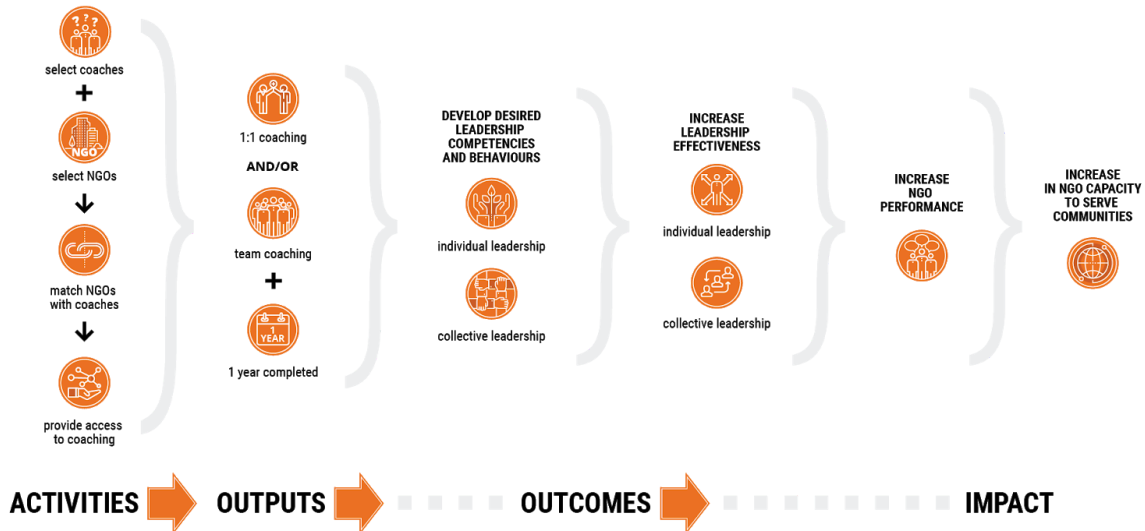
- **ACTIVITY:** Select NGOs and coaches, matching and providing access to coaching.
- **OUTPUTS:** NGOs complete a one-year of coaching (one-on-one and team).
- **OUTCOMES:** NGO leaders and teams develop individual and collective leadership competencies and behaviors and increase their leadership effectiveness.
- **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.*

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Source: Deb Rae & Kerry Woodcock, 2020. www.ethicalcoach.org

3. Selection of NGOs

20 NGOs were selected from 40 who attended the Summit. These 20 were ranked on the basis of English fluency and access to the internet, along with gender diversity on their team. NGOs were also ranked using a coaching readiness scale. The 20 NGOs were divided into two groups based on ranking, with the NGO ranked first in one group, and the NGO ranked second in the second group and so on. A factual group of 10 NGOs was selected to receive one year of coaching in phase 1, starting in January 2019; and a counterfactual* group of 10 NGOs were selected, who were not to receive coaching in phase 1. These NGOs were given the opportunity to receive coaching in phase 2, starting in March 2020.

**Please note, by the end of Phase 1 it was determined that many of the counterfactuals were in a different situation and 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.*

4. 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 1 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 and were either completed independently electronically or with the assistance of a member of the research team visiting each NGO and sitting side-by-side with each NGO leader to complete the survey.

**Please note, mid-point surveys were initially planned; however, due to challenges of having all NGO leaders complete the survey independently it was decided not to continue with that plan.*

5. Coach Pulse Surveys

Coach pulse surveys were requested to be completed by all coaches to keep track of coaching sessions completed, successes and challenges in the coaching process, and general coaching themes.

**Please note, due to partial compliance by the coach team in completing these consistently, the research team was unable to draw sufficient conclusions to be able to include this data in this Phase 1 report.*

6. Qualitative Interviews

The storytelling team conducted a series of qualitative interviews and developed them into case studies to complement the impact evaluation. Stories from the Year One coaching journey are available [here](#).

7. Follow-up data collection

This is a longitudinal study and baseline and coach pulse surveys have been administered for phase 2.

8. Data analysis

The qualitative and quantitative data were analyzed separately. For this study the primary data analysis is quantitative. The qualitative data complements the primary data, triangulating the findings to paint a clearer picture of the impact of coaching on NGO leadership behaviors, effectiveness, and ultimately NGO performance.

9. Limitations

The coaching program started out with a small sample size of ten 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 7 NGOs. Additionally, there was lack of buy-in from the coach team

around the importance of supporting the gathering of survey responses from NGOs resulted in only 5 NGOs completing surveys fully.

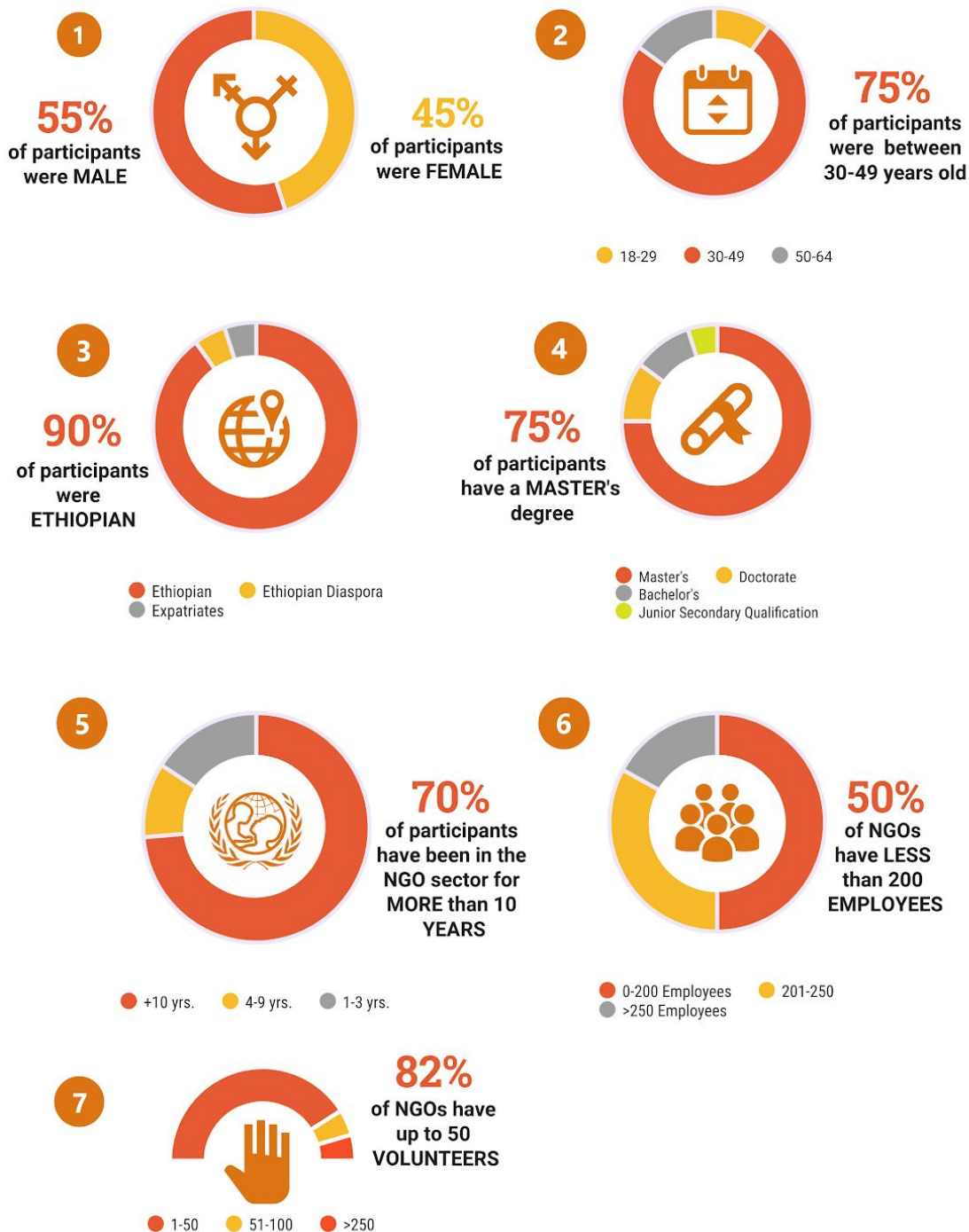
**Reasons for coaching not taking place, included:*

- *Lack of engagement by the team. A leader might have wanted to take part at the Summit, but they did not have the authority or ability to persuade the rest of the team to participate in the program.*
- *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.*
- *Confusion around a coaching grant that would have allowed them to buy training and consultancy services. This misunderstanding could have caused some post-summit dissonance.*
- *Lack of sponsorship both outside and within the leadership team. This resulted in a lack of support for the coaching program.*
- *Too much authority was deferred to the coaches and the program was too laissez-faire in terms of alignment. EthicalCoach was not sufficiently clear about what was expected from coaches.*

The critical learning was around NGO selection. This includes questions of sponsorship, people being connected with, their level of authority and being much clearer on where the team stands. There has been a stepping away from putting a dollar amount on the coaching grant to better manage expectations.

NGO Profile

By the Numbers



NGO Baseline and Endpoint Survey Data

Current Roles Of NGO Leadership Team Members

The roles of NGO leaders who participated in coaching were Country Director, Executive Director or Program Manager. The roles of NGO leadership team members included management of functions such as human resources, accounts, administration, social work or international representative.



6% of the participants identified having a **previous experience of being coached**. These previous experiences were described as being short-term (3 months), informal, virtual and/or focused on enhancing sales capacity.

NGO Beneficiary Strategies

Ensuring Quality of Services for Beneficiaries

The range of strategies used by NGOs to ensure the quality of services for their beneficiaries focused on:

- Being monitored and/or supervised by donors (95%)
- Getting feedback from beneficiaries (89%)
- Using results-based monitoring processes (79%)

NGO Partnerships with Beneficiaries

The range of strategies used by NGOs to partner with beneficiaries focused on:

- Maintaining clear communication with stakeholders (95%)
- Conducting participatory needs assessments (84%)
- Networking with other NGOs (70%)
- Forming sustainable relations (70%)
- Engaging partners in problem identification and priority setting (70%)

NGO Leaders' Perceptions of Leadership Prior to Coaching

Key leadership behaviors of **effective** NGO leaders in Ethiopia

- Team
- Integrity
- Open
- Trust
- Clear



- “ They are not bossy, rather they give an ear to the beneficiaries. They are more accountable to the work than to their boss or donors. They are flexible.”
- “ ...tru[st] and open communication [through] creating an environment that allows everyone an equal voice.”
- “ Role model as an example of a leader (action not words).”

Key leadership behaviors critical for NGO leaders **to succeed in the future**

- Leadership
- Integrity
- Communication
- Team Building



- “ ...inspiring and motivating others with clear mission for driving towards results, strategic thinker, [who] walks the talk (integrity).”
- “ “Their accountability needs to be all directional - that is downward, upward and diagonal; they need to create strong relationship with beneficiaries; and they consider the culture, norms and values of the community whom they are working during their leadership.”
- “ ...effective communication, integrity and having a clear vision.”

Desired leadership behaviors to be developed in **self**

- Coach skills
- Team building and development



- “ ...be better at listening [and] mentoring of others/peer coaching and raising awareness within the organization as to what coaching can bring, being proactive in how it's talked about. We're just too focused on day-to-day!”*
- “ I want to develop my skill on inspire and influence others. I also want to develop my negotiation skill with others.”*
- “ ...being grounded in ethics and integrity, building trust and make others to be inspired by me.”*

Desired leadership behaviors to develop in **leadership team**

- Inspiring Team Spirit
- Building Team Effectiveness Skills



- “ ...team spirit and transparency at all levels.”*
- “ Equal love and respect for all people and [a] let's do attitude.”*
- “ Collaboration and building relationships.”*
- “ ...developing an inspired spirit. positive vibe and creativity.”*

Findings



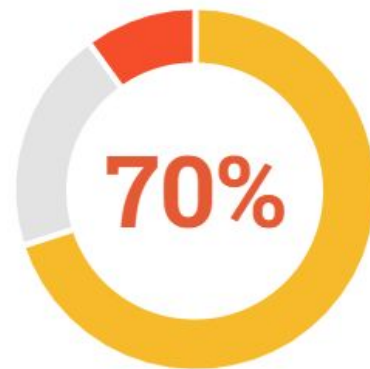
Our research evaluated the impact of NGO coaching in Ethiopia. By collecting data from NGOs over a one year coaching period, we can identify changes in leadership behaviors, leadership effectiveness, and NGO performance. These results demonstrate that coaching develops competencies and behaviors and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

Finding No.1 Coaching Develops Leadership Competencies and Behaviors

70% of NGO leaders STRONGLY agree that after ONE-ON-ONE COACHING they have developed their leadership competencies and behaviors.

Key competencies and behaviors developed

- Critical thinking and decision-making skills
- Listening and open communication for difficult conversations
- Understanding and managing emotions (self and others)
- Trusting others



● Strongly Agree ● Agree ● Somewhat Agree

NGO Leader Comments

- “ [Developed the ability to] change challenges to opportunities, for everything set a goal, observe the reality, look [for] the opportunity and go to the way forward.”
- “ [Developed the ability to] be frank [with an] open heart [and] confidence to tell something to someone.”
- “ [Developed the skill of] self-reflection, active listening, being solution-oriented, tak[ing] action and becom[ing] accountable.”
- “ Learn[ed] to trust my team leaders more. Learn[ed] to have difficult conversations with them.”

56% 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

- More inclusive leadership
- More shared responsibility
- Better communication and conflict resolution
- Good team spirit
- More transparency, openness and collaboration



● Strongly Agree
● Agree
● Somewhat agree
● Neither agree or disagree

NGO Team Comments

- “ [We are] valuing everyone's idea [and] thinking in different perspective[s] to usual issues.”
- “ We started using [the] grow model. We see more options [and] talk [about] everything openly and with honesty, [which creates a] good team spirit.”
- “ [We] gather[ed] ideas and possible solutions together to address issue[s]. Sharing job and responsibility among the team. We came onboard together to fly together.”
- “ [We are] thinking about the whole picture [rather] than function-specific.”
- “ [We have common goals and values [and are] able to give each other feedback more freely. [We are] able to plan more coherently together, build strong trust among all team members, able to see the technical and admin. teams are working well together for the first time.”

Key **individual** leadership competencies and behaviors developed

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



“ [I see] others’ perspectives more and [am] able to put myself in their shoes through some of the exercises we did. Also able to understand how hard change is for others, so try to adjust things and explain things better as we go through changes, so that everyone comes on board with the change.”

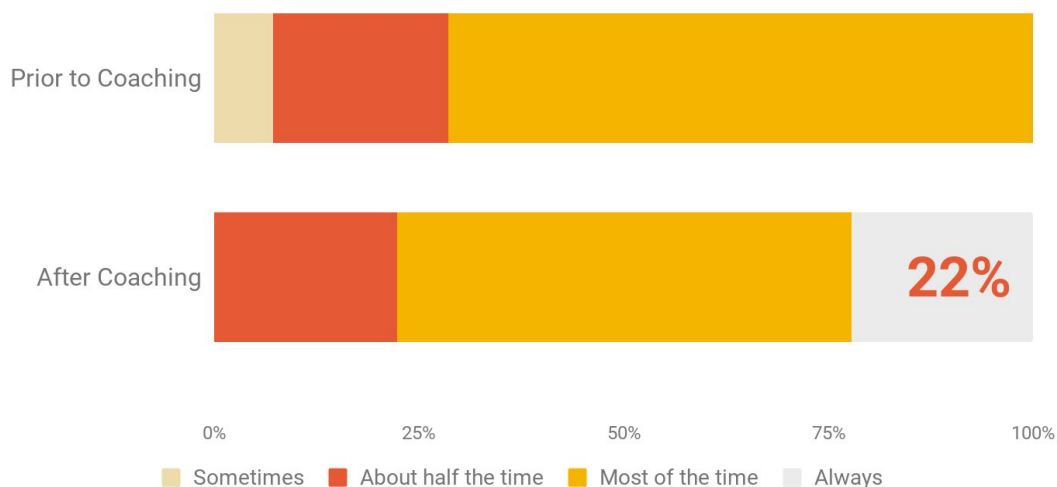
“ [I have more] understanding [of] others, [am able to] work more with subordinates, including delegat[ing] and focusing more on strategic issues.”

“ [I am] making time to listen outside of the day to day operations.”



Finding No. 2 Leadership Effectiveness Increased

After ONE-ON-ONE COACHING, there was a 22% increase in NGO leaders who state they ALWAYS provide effective leadership.

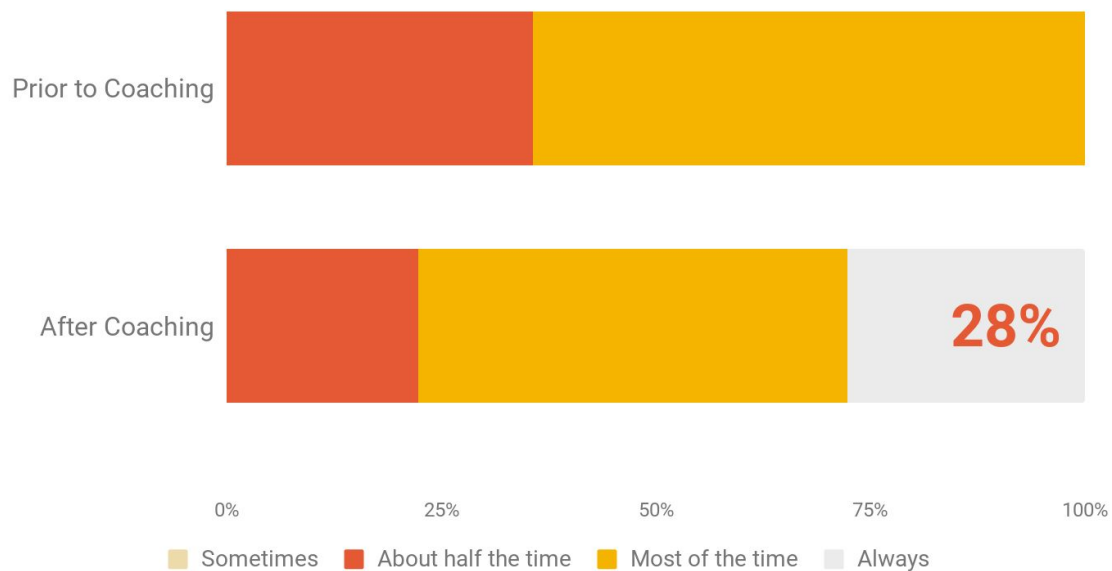


In addition, there was a:

- **17%** increase of NGO leaders who state they are ALWAYS satisfied with the quality of leadership they provide
- **11%** increase of NGO leaders who state they are ALWAYS the kind of leader that others should aspire to
- **6%** increase of NGO leaders who state they are ALWAYS an example of an ideal leader
- **15%** increase in NGO leaders who state their leadership ALWAYS helps their organization to thrive

While most leaders perceived that their leadership effectiveness had become more consistent, some reported less consistency. This could be interpreted as evidence that coaching had contributed to them becoming more aware of their weaknesses, which was reflected in their survey comments.

After TEAM COACHING, there was a 28% increase in NGO leaders who state their leadership team ALWAYS provides effective leadership.



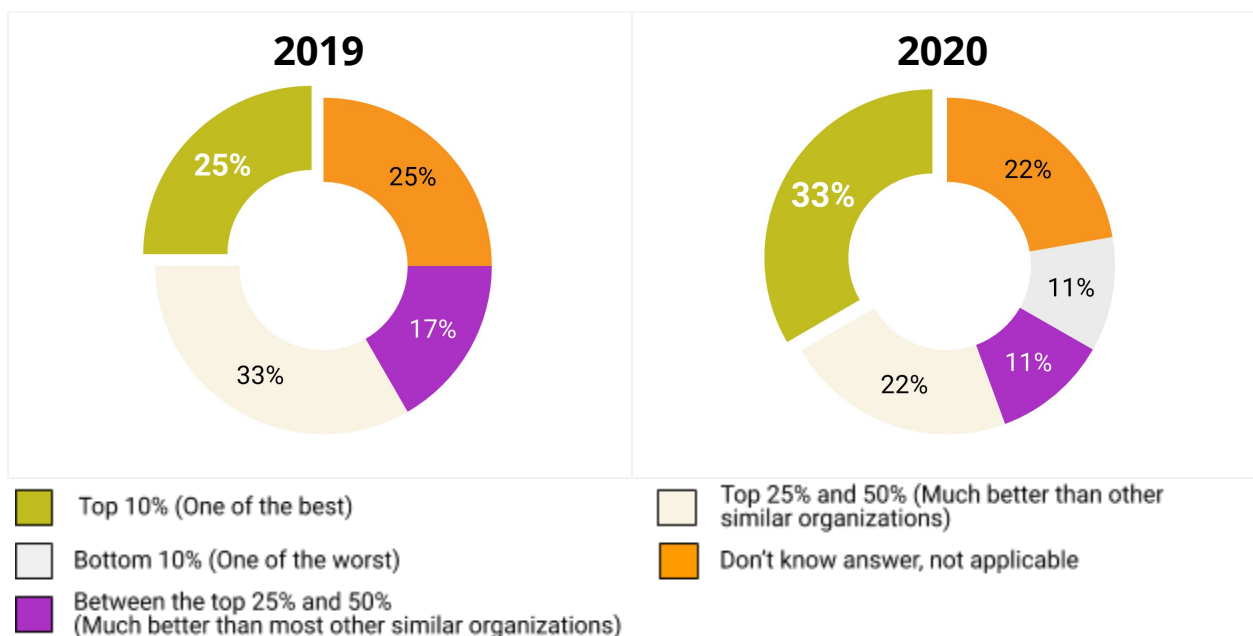
In addition, there was a:

- **10%** increase in NGO leaders who state they are ALWAYS satisfied with the quality of leadership that their team provides
- There was a **15%** increase in NGO leaders who state they are ALWAYS the kind of leadership team that others should aspire to become
- **15%** increase in NGO leaders who state they are ALWAYS an example of an ideal leadership team
- **19%** increase in NGO leaders who state their team ALWAYS help their organization to thrive

Finding No. 3 NGO Performance Increased

After coaching, there was an 8% 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



Changes in the percentage of NGO leaders who rated their NGO performance in the top 10% in comparison to other similar organizations in Ethiopia, in terms of the 5 key performance indices, were as follows:

- Resource Mobilization - **10%** increase
- Community Presence - **10%** decrease
- Impact on Ground - **19%** increase
- Quality of Services - **8%** decrease
- New Service Development - **2%** increase

How each key index is interpreted may have changed from the beginning of the coaching program to the end and would require further research to understand more.

After coaching, there was also an 11% increase in NGO leaders who rated their NGO in the bottom 10% for overall performance in comparison to similar organizations in Ethiopia.

It is important to note, that there was also an increase in those who perceived their NGO to be performing in the bottom 10%, in comparison to other similar NGOs. This seemingly contradictory finding could be related to NGOs developing greater insight into their NGO's performance, as a result of coaching. Further research would be required to clarify the reason behind this.



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 8% increase in NGOs performing in the top 10%. In summary, NGO leaders strongly agree that one-on-one (90%) and team coaching (81%) is impactful.

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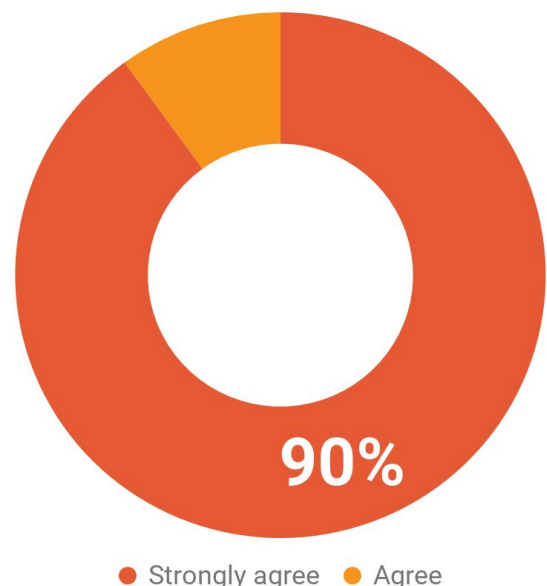
Source: Deb Rae & Kerry Woodcock, 2020. www.ethicalcoach.org

One-on-one leadership coaching is impactful

90% of NGO leaders STRONGLY agree that working one-on-one with a Leadership Coach was impactful.

Key impacts of leadership coaching:

- Built confidence
- Learned to better manage emotions, deal better with challenges and overcome fears
- Developed more self-reliance
- Improved relationships
- Learned to recognize both strengths and weaknesses
- Created the space to reflect on and understand organizational processes
- Learned how to practice self-reflection



NGO Leader Comments

- “It made me see my weak side and my strong side vividly.”
- “I think the one-on-one sessions helped me to get through some leadership challenges including how to trust, delegate, and develop others.”
- “I had an anger issue - I used to get mad so easily and throughout the coaching session I could [learn to] to control my emotions by the help of my coach.”

“ I found this an incredible and life changing experience. This was time for me as a leader to find solutions to my own issues and reflect on how things were going, the things I wanted to improve or things I did not want to change. ”

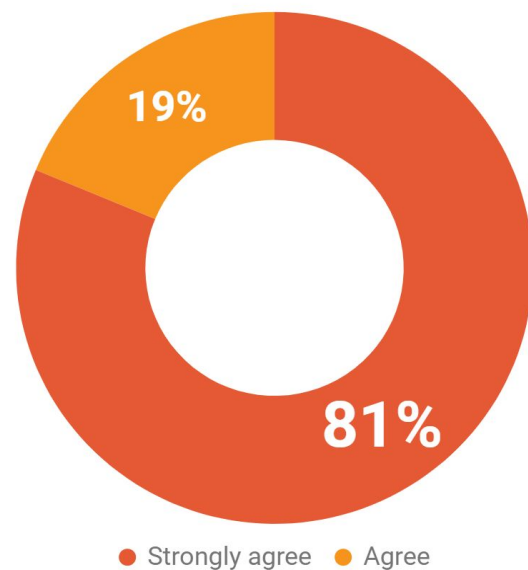


Team leadership coaching is impactful

81% of NGO leaders STRONGLY agree that working together as a leadership team with team coaches was impactful.

Key impacts of team coaching:

- Created personal and collective behavioral change
- Developed transparency and trust within the team
- Strengthened team relationship, spirit and synergy
- Developed ability to talk about the tough things and resolve conflict
- Helped align on shared vision, values, goals and direction and think strategically
- Supported the ability to think out of the box



NGO Team Comments

- “ [It] create[d] the opportunity to discuss openly among the leadership, challenge each other and think [strategically].”
- “ It created a really good team spirit among us. It was a life-changing and an eye-opening experience for me. I learnt a lot of things from our coaches. It strengthened our relationship as a team and work ethics.”
- “ The opportunity to have rooms to be challenging and questioning each other towards achieving a shared goal.”
- “ It helps us to start thinking together, dream together and develop transparency and trust among our team.”

“It gave us the opportunity to have someone outsider challenging us to think critically and outside the box. The coach facilitate[s] for us to identify the key issues to tackle and also come-up with possible solutions ourself[s]. The coach was not giving us solutions, but challenged us to create realistic and context specific solutions. The program also helped us to tackle some [of] the problems that we have been avoiding to talk about. This kind of work among the leadership was not common.”

“It made us come up with our values and direction, made us work better together and feel comfortable talking about the tough things. We were able to be more in sync with each other and able to work together through challenging moments be it with staff, donors, etc. We are very close and very organized as a team now. We were also able to get new funding from a new big donor, our biggest project to date, during this ” year.



Lessons Learned



Our research set out to explore the impact of providing access to one year of one-on-one and team coaching to NGO leaders and their teams. In both undertaking the coaching impact evaluation and the coaching program, the learning is that it takes commitment from sponsors, coaches, clients and much consideration is required in terms of creating buy-in for the coaching and the importance of measuring impact.

It takes commitment.

“ Be open-minded about the process, but also be ready to put in the time and work. If you are not committed, then the team won't commit either and this will require a lot of time. You need to make the time and make it a priority, and you will see great results. ”



Team coaching could be more impactful if...

Key Considerations

- ...the team was more open and transparent
- ...more time was dedicated
- ...there was an in-person session at the beginning, mid and end-point, to complement the virtual sessions

“ [There was more] transparency, openly speaking each other's thoughts, questioning what we may have labeled the unquestionable.”

“ [The] team [was] being open and transparent.”

“ More time [was] dedicated to the growth of [the] team, removed from day to day distraction of operations issues.”

“ More time and reference [was given] to others' experience.”

“ We had a privilege to have a one time in-person management retreat coaching support from [our coach]. I think if that could be like twice in person (3-days) coaching sessions for the leadership team, it would elevate the impact of the program. I suggest one in the middle of the program and one two months before the end of the program.”

“ I think we wish we had gotten more than a year of coaching. But we know this was not possible. But we really saw the growth in the team and wish we could have continued in the next chapter of our journey.”

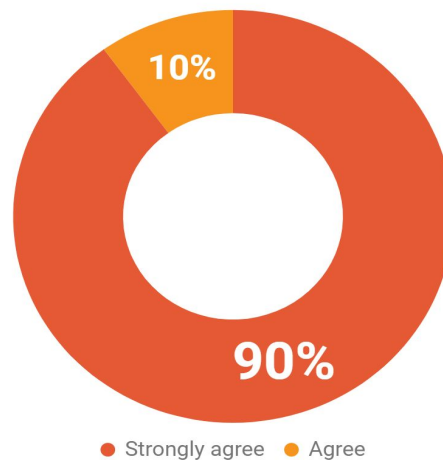
“ Having more exposure or opportunity.”

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

90% 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’s an opportunity for personal growth.”

“I highly recommend for any leader who wants to make breakthrough achievements in their leadership challenges. But, it requires the courage to be vulnerable to have the best result out of it.”

“Again, this depends on your and your commitment to the process. If you are committed and make the time to have the sessions, follow through after the sessions, and try to use what you learn in your every day leadership, then you will get a lot out of it. But this requires a commitment to the process, to the coach, and most importantly to yourself.”

“It really helps to realize our weakness and work on it very well. It is good to have someone coach you to be the best you. You will learn to listen to others advise and try to change yourself. It might take some time but you will definitely change and its all worth it.”

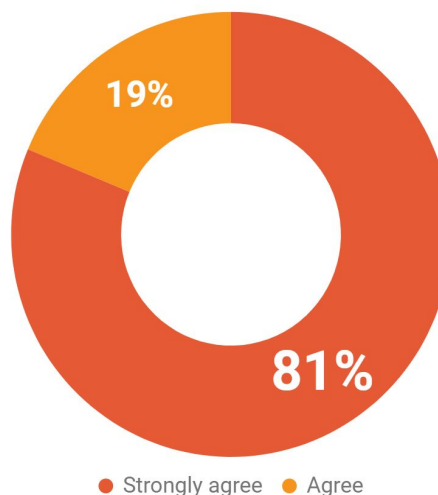
“ This is a lifetime opportunity, so take it. To get the best out of it, it is up to you. Commit to dedicate time, be vulnerable and be honest to yourself. Coaching helps you to grow as a person as well as a leader. ”



81% of NGO leaders agree that they would recommend team coaching to other NGO leadership teams.

Team coaching recommended to:

- Establish strong and dependable team leadership
- Bring more alignment and strategic focus
- Open eyes to systemic issues and thinking
- Encourage self-development as well as team development
- Strengthen relationship, team spirit and synergy



- “It will enable you to think out of the box [on] the issues which you know and [have] done for many years.”
- “...ensuring alignment and focus...at [a] strategic level.”
- “It will help NGOs to open their eyes and serve the community ethically.”
- “...strengthens their relationship with each other, creates team spirit and inspires them to be impactful in their job.”
- “They will recreate themselves as a new Leadership team once they get the chance to receive the coach from EthicalCoach.”
- “Be open-minded about the process but also be ready to put in the time and work. If you are not committed, then the team won't commit either and this will require a lot of time. You need to make the time and make it a priority, and you will see great results.”

“ I would [say] this is the best program to elevate your leadership team capacity to take your organization to the next level. It will equip you with tools that you could apply forever in organizational development. It will also practically equip you how to coach others by doing. ”



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. Sponsor, coach and client buy-in and commitment to the process of coaching is essential to create even more impact over time and ultimately support the long-term goal of increasing NGO capacity to serve their beneficiaries.




About the NGOs


Amref Health Africa

About	
	Founded in 1957 initially with the mission to provide mobile health services and support, Amref Health Africa strengthens and empowers health human resources, innovating and improving health services and solutions, as well as investing in sustainable and scalable health initiatives.
<p>Vision: Lasting health change in Africa</p> <p>Mission: To increase sustainable health access to communities in Africa through solutions in human resources for health, health services delivery and investments in health.</p> <p>Programmes specific to Ethiopia:</p> <ul style="list-style-type: none">Pillar 1: Reproductive, Maternal, Neonatal and Child HealthPillar 2: Water, Sanitation and HygienePillar 3: Communicable and Non-communicable Diseases.	


Imagine One Day

About	
	<p>imagine1day is a Canadian charity whose mission is to ensure every child in Ethiopia receives an education. This is achieved through the construction of schools, water points and latrines, as well as building capacity in curriculum enhancement, leadership and teacher training, and parent and community mobilization initiatives.</p>
<p>Mission: Educating people to transform their communities and the world.</p> <p>Vision: Leverage the power of education to transform a nation.</p> <p>Goal: We impact 5 million people with equitable quality education, clean water and community well-being by 2030.</p> <p>Accomplishments: Over the past 10 years, imagine1day has built ~ 50 schools from the ground up, trained over 12,000 teachers and leaders, and enrolled over 80,000 previously out-of-school children. Through a holistic and sustainable approach, imagine1day has improved education in 487 schools, and directly impacted more than 250,000 people.</p>	


Operation Rescue Ethiopia

About	
	<p>Operation Rescue aims to create a loving, hopeful home where vulnerable children are nurtured to develop their talents and achieve their full potential. The organization provides children in vulnerable circumstances access to basic needs and rights in order to help them grow, thrive and flourish.</p>
<p>Vision: We partner with communities and CSOs across the country to ensure all children have access to their basic needs and rights to flourish, become self-reliant, and contribute to national development.</p> <p>Activities: Wherever possible, children remain with their families, parents or extended family members or community members. To do so, ORE has set up “Project Centres”, managed by local citizens, where children come before and after their morning school programs. In addition to the Project Centres, there are group homes for orphans.</p>	

SOS Children's Villages

About	
 SOS CHILDREN'S VILLAGES INTERNATIONAL	SOS Children's Villages' mission is to build families for children in need, help them shape their own futures and share in the development of their communities. Its work in Ethiopia began in 1974 and it currently provides alternative child care, family and community development, education and training, as well as health program units.
<p>Vision: "Every child belongs to a family and grows with love, respect and security."</p> <p>Mission: "We build families for children in need, we help them shape their own futures and we share in the development of their communities."</p> <p>Activities: We work for children who are orphaned, abandoned or whose families are unable to care for them. We give these children the opportunity to build lasting relationships within a family. Our aim always is to keep families together. And when children are unable to remain with their biological parents, we strive to ensure that brothers and sisters stay together. SOS is one of the only organizations to work with groups of siblings.</p>	

iDE

About	
	iDE operates under the ethos of actually talking to those they are striving to serve before proposing a solution. iDE's work is focused on building market systems that increase incomes through scaling transformative products, services and technologies in agriculture, WASH (water, sanitation, hygiene) and finance.
<p>Mission: iDE creates income and livelihood opportunities for poor rural households.</p> <p>Examples of Accomplishments</p> <ul style="list-style-type: none">• Farm Business Advisors bring knowledge and tools to every farmer's field.• Providing resource smart technology helps minimize pressure on labour, income, water and energy.• Farmers have more access to markets by pooling their crops together to share storage and transportation costs to get better prices for their crops.• Providing access to Finance by partnering with local banks and credit unions to develop products that enable both borrower and lender• Setting up Women Economic Groups that have increased confidence and economic success.	