

CHAPTER 4

RESEARCH FINDING

4.1 Research Finding

This chapter is to reveal research finding through what the researcher has explored leaders' demographic and leadership styles by doing group discussion, key information interview, and survey questionnaires. 75 leaders and second-line leaders from 35 different civil-societies participated, had been identified in Rakhine state, western Myanmar.

For this survey questionnaires, the researcher directly went and asked CSOs leaders to explore leaders' demographics, leadership styles and characters. What the researcher has found would describe according to three objectives of this study.

Three objectives of this study are as follow:

1. To investigate the leaders' demographic factors such as gender, age, education, and position in Rakhine state, western Myanmar.
2. To explore different leadership styles that are being practiced in the civil societies of Rakhine state, western Myanmar.
3. To realize positive and negative impacts of their leadership styles in current civil societies of Rakhine state, western Myanmar.

Before three objectives were described, the researcher identified how many civil-societies have been running around the country, Myanmar. As Myanmar is under the poverty for two or three decades, the needs or challenges in almost all sectors are being seen by CSOs' leaders then try to contribute on it as much as they are able. Below table of civil-societies in Myanmar were showed is as follow;

Finger 6: Civil-societies' projects in Myanmar

	Location	Percentage %
Civil-societies In Myanmar	Yangon division	85%
	Ayeyarwaddy division	65%
	Rakhine state	40%
	Mandalay division	45%
	Kayin state	35%

	Bago division	45%
	Tanintharyi division	10%
	Kaya state	35%
	Mon state	35%
	Shan state	50%
	Kachan state	35%
	Chin state	30%
	Sagai division	5%
	Magwe division	15%

65% of the local civil societies participated in the research were based in Sittwe, the capital city of Rakhine state, western Myanmar. Around Myanmar country, 85% of civil societies were existing in Yangon and the rest was first started in Ayeyarwaddy Division, Bago Division and Kachin State respectively. As a result, most local organizations have their project areas in Yangon Division. The second most project-crowded area in Myanmar is Ayeyarwaddy Division where 65% of the local organizations have their projects that followed by Shan State, Mandalay and Bago Divisions then Rakhine state, western Myanmar.

Among 35 civil society organizations which researcher studied their profiles, 15% was faith-based organizations and 60% is Non-Governmental Organizations while the rest 25% is Community Based Organizations.

4.2 Finding for Objective one

The first research objective one was to explore what are demographics factors of leaders of civil societies in which gender, age, education, and position are including in their societies of Rakhine state, western Myanmar.

For objective one, each factor of leaders' demographic factors; gender, age, education and position was identified through data collection was done. All total leaders were 75 persons from 35 civil societies in Rakhine state, western Myanmar.

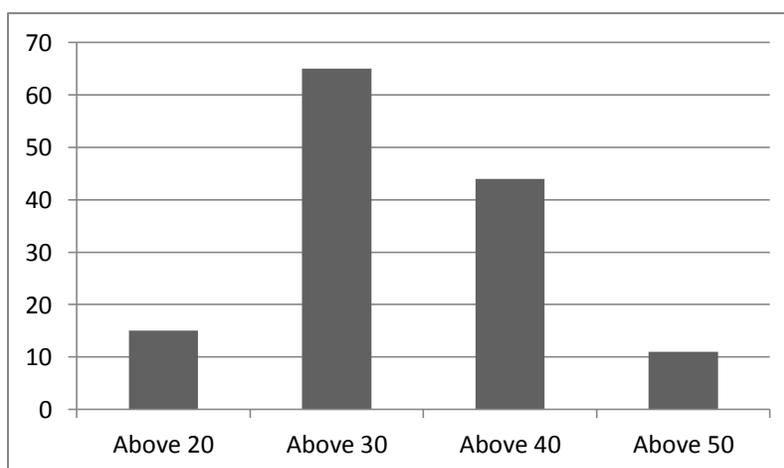
4.2.1 Gender

In civil societies of Rakhine state, western Myanmar, 94.6 % leaders were males leading their civil societies and 6.4 % leader were females in civil societies of Rakhine state, Myanmar. In this case, male leaders were traditionally taking places more than females in current situation. Female leaders in society has been increasing year by year after Komen cyclone affected most of parts in Rakhine state in August 2015 and 2015 election.

4.2.2 Age

In civil societies of Rakhine state, what is new situation is that young people upper 20 years become members of the governing board. More than half (About 56%) of the board members are within the age of 25 to 55 and elderly persons are always considered to give higher positions in the board in line with Rakhine culture that 15.6% of the board members were above 20 years old, 65.3% of the board members were above 30 years old, 44.8% of the board member were above 40 years old, and 11.3% the board members were above 50 years old. The age distribution among leaders of the governing boards can be seen in the graph below.

Finger 2: Leaders' age in civil societies of Rakhine state



The researcher used survey questionnaire, group discussions and presentation pointed out that most elderly people in the civil societies were retired employees from the government. They are used to centrally controlled system and fond of making decisions without asking other people's opinions. Senior leaders of the organizations need to understand well the concepts of accountability and transparency.

4.2.3 Education

The research identified that leaders in civil societies have education background such as higher education, B.A, M.A, Ph.D, Dhammacariya, and others.

Education level of CSO leaders in Rakhine civil society organizations are shown in the table below.

Table 7: Education level of Civil Society Leaders

Education level	Percentage of leaders
High School	19.46%
Middle School	5.83%
Primary School	0.54%
Matriculation Passed	7.53%
Diploma	34.38%
B.A	46.32%
M.A	12.87%
Ph.D.	0.86%
Dhammacariya	0.76%
Others	10.87%

18% of leaders in civil societies of Rakhine state, western Myanmar are higher education level, 46% of leaders in civil societies are Bachelor degree graduates, very few leaders are master and Ph.D. as well as Dhammacariya degree holders. And 12% of leaders are others. Some medical doctors can be seen as leaders of civil society in Rakhine.

4.2.4 Leaders' working experiences in society

According to given survey questionnaires on leaders' working experiences in society, most leaders have been working in their organizations for one to five years whilst some

leaders have been in the organizations for more than 10 years and some have worked for 36 years with strong commitments due to raise their community up.

Figure 3: Percentage of leaders' working experience in civil society

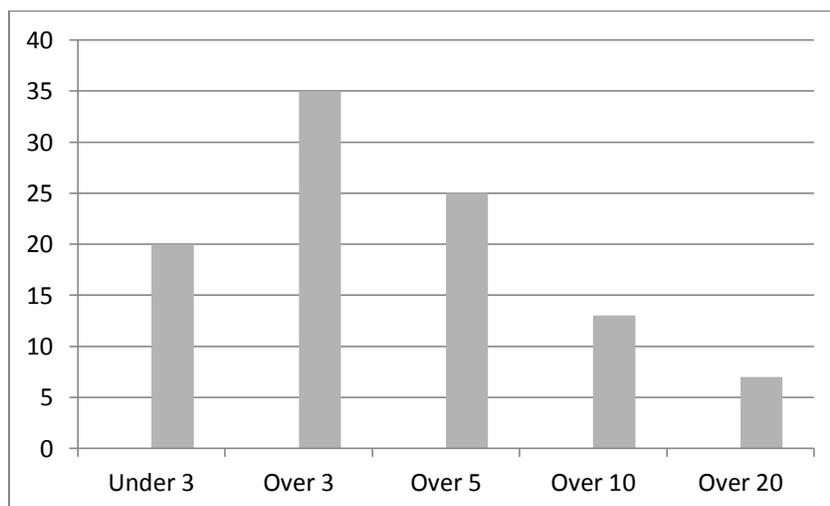


Table 8: Leaders' Demographic factors in Rakhine civil societies

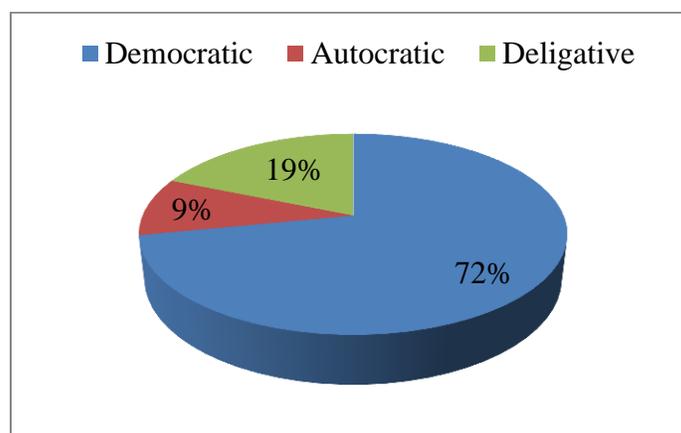
Demographic factors	Category	Number	Percentage
Gender	1. Male	67	50.25%
	2. Female	8	6%
Age	1. 20 over	9	6.75%
	2. 30 and over	31	23.25%
	3. 40 and over	22	16.5%
	4. 50 and over	18	13.5%
Education	1. High school	15	11.15%
	2. Diploma	22	16.5%
	3. Bachelor	20	15%
	4. Master	13	9.75%
	5. Ph.D and	3	2.25%
	6. Dhammacariya	2	1.5%

4.3 Research Objective Two

Finding research objective two was to realize what leadership style has been practiced in civil societies of Rakhine state, western Myanmar. This part of leadership style assessment is the survey questionnaires to choose among three different leadership styles; Authoritarian style, Democratic style and Delegative style.

Authoritarian (autocratic) styled leaders tell what they want done and how they want it accomplished, without getting the advice of their followers. Participative (Democratic) Leaders invite team members in decision making process (determining what to do and how to do it) although the leader keeps authority to make final decision. Leaders who use delegative (Free Reign) style allow team members to make their own decisions. Leader is still responsible for the decisions but team members are able to analyze the situation and determine what to be done and how to do it.

Figure 4: Leadership style according to survey questionnaires result



Authoritarian or Autocratic leadership style was showed 9% percentage out of 100% percentage, democratic leadership style was showed 72% percentage and delegative leadership style was used 19% percentage according to survey questionnaires. Given percentages was what civil society leaders have been belief and practicing in civil societies of Rakhine state, western Myanmar.

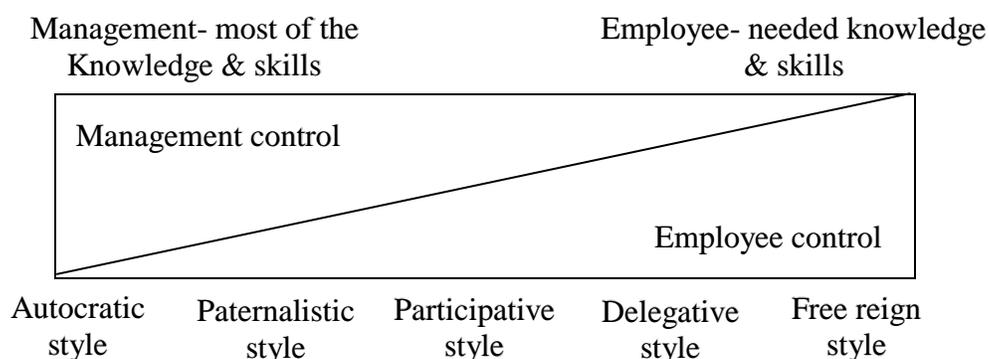
Autocratic leadership style is appropriate to use in the condition that a leader has all the information to solve the problem and, short of time and his team understands the situation and accepts it. When using this style of leadership, it will sometimes include yelling, using demeaning language, leading by threats and possibly abuse power. This leadership style should be used only in emergency situation.

Such type of leadership style is very common in one-person led CSOs in Rakhine civil society according to an experienced local consultant. These leaders never share the information from the meetings she/he attends. They usually tell the team what to do at the last minutes without checking the team's availability and capacity. Such leaders prefer involving in outside activities rather than performing their main responsibilities in the organizations. As a result, the team cannot finish the work on time. Staff who participated in the survey recommended them to delegate the tasks to the second line leaders.

A leader who practices participative or democratic leadership style invites team members in decision making process determining what to do and how to do it although she/he maintains final decision making authority which is not a sign of weakness, rather a sign of strength. This style of leadership can be used when the leader has part of the information, and his employees have other parts since the leader is not expected to know everything. In this way, both the leader and the team are mutually beneficial through the process. An experienced consultant said that some leaders mistakenly practiced laissez-faire style assuming that they were democratic leaders neglecting all organizational matters.

Delegative or Free Reign styled leaders allows team members to make decisions but they still take responsibility for the decisions. In this type of leadership, team members are able to analyze the situation and determine what needs to be done and how to do it. However, the leader needs to set priorities and should delegate certain tasks only.

Figure 5: Leadership style



According to this leadership style diagram, the more power is delegated to the employee, the less Control the management has over their staff. It is very encouraging to note that the predominant leadership Style in Rakhine Civil Society is Democratic or Participative style according to the survey results. The Delegative or Free Reign style is also practiced widely.

However, the results show that most local civil societies in Rakhine, western Myanmar are led by one leader. The decisions are made by him/her only since many of the CBOs and CSOs are still at the stage of “group” and not being “Organization” yet. Participants from a focus group discussion highlight that three leadership styles are common among Rakhine civil society leaders.

1. The leader who tries to build his/her reputations and show off power in public. That type of leader gives unrealistic promises without consulting with the team.
2. The leader who controls the team from the back. Those kinds of leaders empower his/her followers and coach them although decision making power is still in his/her hand only.
3. Collective leadership style allows the team to make decision together in democratic way.

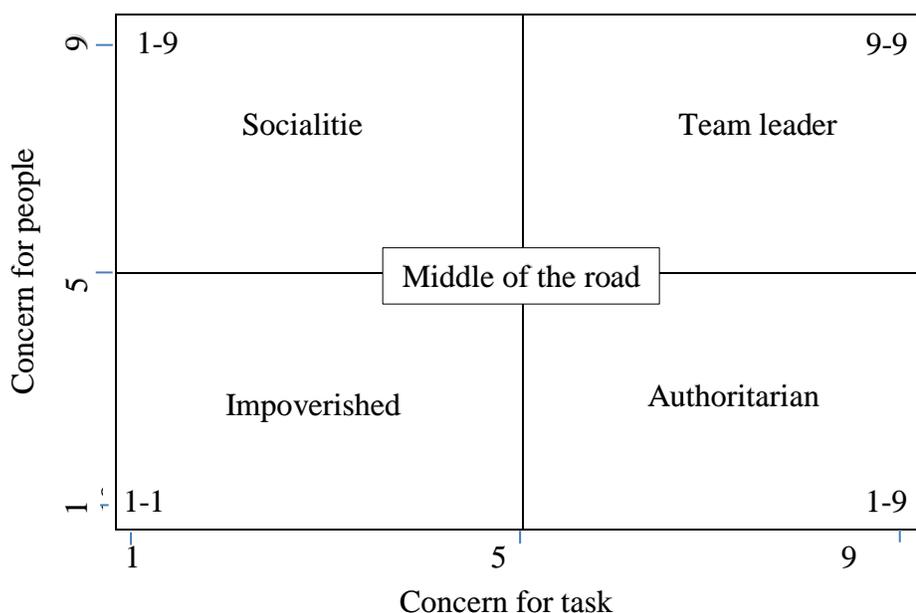
The team can freely share their opinions in making decisions which are important and have effects on them and vote for the best decision.

Some leaders bring their followers into the organization and democratic means can be manipulated for his/her interests and as a result, these leaders practice clientalism. Such experience had been found in many LNGOs sadly. There should be a mechanism which can monitor such behaviors and local governance of NGOs.

Although many organizations have governing body, the body does not understand their roles and responsibilities clearly or they don't communicate well with the organization. As a result, they cannot take monitoring role of local governance of CSOs. To improve the situation, it is necessary to clearly define the role of governing body and strengthen the organizational leadership skills of the staff in the organization.

The second assessment of leadership styles was conducted using Leadership Grid Model. The participants have to choose four leadership styles; Authoritarian, Socialite, Impoverished and Team Leader. All the participants in the discussion and survey questionnaire chose “Team Leader” as seen in the following Figure.

Figure 6: Leadership styles amount leaders of civil societies in Rakhine state



Authoritarian Leaders (high task, low relationship) are usually task oriented and hard on their workers (being autocratic). They have little or no allowance for cooperation or collaboration and are very strong on schedules. Such leaders expect people to do what they are told without allowing question or debate and focus on blame rather than how to prevent it. They are intolerant of disagreement and thus, difficult for their subordinates to contribute or develop.

Nevertheless, Country Club Leaders (low task, high relationship), use reward power to maintain discipline and to encourage the team to accomplish its goals. They are normally incapable of employing more punitive, coercive and legitimate power and fear that it will jeopardize relationships.

On the other hand, Impoverished Leader (low task, low relationship) or “Delegate and Disappear” style leader allows the team to do whatever it wishes and detaches themselves from the organization and the team.

In contrary, the Team Leader (high task, high relationship), leads as a positive example. They will foster a team environment, encourage the team to reach team goals, and work tirelessly to strengthen the bonds among the various members. Such leaders can form and lead most productive teams.

The results of the study are indeed very encouraging and positive. It appears that the “Leaders” in Rakhine Civil Society fits the desired profile of being both Democratic and Participative as well as being Team Leader.

However, the results of in-depth interviews with well-experienced consultant who has been working with different local NGOs on leadership issues as well as results of focus group discussions with some leaders and second-line leaders are contradictory to those of leadership styles self-assessment. Leaders in their opinions have some areas to improve. Analysis of one young leader from a local CSO is interesting.

A young leader from a Rakhine civil society, He said, *“In CSOs, there are four different types of leadership style. Some are working like company. Some share values. Some have bossy style. Some are running like a family. Company-styled organizations are following the same structure like a company. They focus mainly on profit rather than organizational achievement. Their priority is to become popular, purely personal oriented (They think) they are the cleverest and smartest. But this is not a bad thing. They are too over-confident.*

Their structure and management style are good but as they are running as a company, every procedure is top-down. Everything needs to work in structure. In some organizations, management level staffs are very proud and act as bosses. But nobody can answer: “Who is the boss?” Another type is family type. We are family. Let’s work together and share together. But work together and when the time to share comes, they (leaders) take all the benefits.

Next one is shared value. Everything equal work equally. Let’s do AIDS prevention. You are interested. I am interested. Let’s work together among LNGO, it is rare to find LNGO working with shared value. How rare! Less than three fingers”

According to him, there are four different leadership styles. These are 1) *company style* 2) *bossy style* 3) *family type* and 4) *shared values type*. Company Style Leadership copies a company’s structure and purely profit-oriented. Most of their efforts made are for personal gains rather than organizational achievement. These leaders, in the eyes of their team members, seem overconfident. As they think they know everything, they overlook the views of the team members and their management style is top-down. Bossy Style Leaders are formed with proud management team. There are many leaders and nobody knows who the real boss is. Team members do not know who has real decision making power since everyone at management level is the boss.

In Family Type Leadership, what is usually said is “We are family. We will work together and share the benefits together”. It is true that the whole team has to work together but when the time for reward comes, everything goes into his pocket.

Contrary to all the above three styles, in the Shared Value Leadership, all members including the leader founded the groups with same interests and same value. They would take their salary based on their skills and commitment. The Board of Directors (BOD) is just volunteers and will give suggestions and guidance without taking money. However, such organizations cannot be found a lot in Rakhine civil society.

According to the experiences of free group discussion participants, even such a society cannot survive longer than a project period for more than four or five years because all the staff cannot get salary. Outside influence and pressure break up the unity among team members. Therefore, young leaders of newly formed CSOs do not want their society grow bigger looking at these examples. The second line leaders of CSOs in Rakhine state, western Myanmar believe that not only the leader of an organization but also everyone in the organization has leadership roles. They must take leading role in their organization.

She or he must be able to make decision if necessary and the management team must also give proper authority too. The second line young leaders strongly recommend that power sharing among team members is mandatory in new leadership style. However, some leaders can misuse the shared power. The most important decision can be still in the hand of top leaders and they still take the best opportunities leaving some small incentives to the members. Some participants in focus group discussion complained of some positional leaders who wanted only the best opportunities.

Sometimes leaders in an organization play different roles to hide the situations happening. When a staff complains of the situation in the field, senior leader pretends that he does not know anything although he has some information and he wants to protect the leader. It is necessary to improve transparency and accountability at management level.

Good Leadership

It is good that the society is led by local leaders because they understand local contexts and know situation at grassroots level. However, many leaders are used to centrally controlled system and they know how to control tightly and take opportunities.

According to an experienced local civil society leader, “Since the system is not right, we need to work depending on the situation. Leaders should be able to analyze the right time and situation.” A local society leaders had worked in the development field in flexible ways mainly because of the state’s centrally controlled system for more than 50 years and one important skill of a leader in civil society of Rakhine state, western Myanmar is to be able to play around well in the given situations. Free group discussion participant gave an example as follows:

A local society leader said that “It is important to know how to go in and out.....The government department said that their door is not closed. It’s true that it is not closed but if you want to go in, you need to push the door. If you don’t open the door in proper way, it will hit you back and if you don’t know how to go in and out of the room, you may be stuck in the middle as well”

Most young people prefer the status of leaders to a paid staff in an INGO and a LNGO. Participants from the focus group discussions thought that it was a positive change among young leaders. Compared to International NGOs, expenses of local NGOs are much lower and most LNGOs leaders think that it is their strengths.

4.4 Research objective three

The researcher in Rakhine state, western Myanmar found three types of civil societies such as; 1) modern civil society, 2) traditional civil society, and 3) co-cop society. 28% percentages of civil societies in Rakhine state have been practicing modern civil society style, 52% percentages are traditional civil society, and 20% percentages are co-cop society.

Table 9: Three types of civil societies in Rakhine state

	Society	Percentage
Civil Societies In Rakhine State	Modern society	28%
	Traditional society	52%
	Co-cop society	20%

4.5 Positive and negative impact on civil society

Leaders in modern civil societies of Rakhine state, western Myanmar, believe that democratic leadership style has good impact on their societies rather than other two leadership styles. Leaders in traditional civil societies believe that autocratic leadership style is useful in civil societies. And leaders in co-cop societies believe that autocratic and delegative leadership styles more effect on civil societies.

Leader, who believes autocratic leadership style in tradition and co-cop society, is impossible to longer existing. They disappear from contribution of publish service. Leaders who use emocratic leadership style and delegative leadership style develop in short and long term. As people in liberal societies feel satisfy in freedom, most leaders prefer to democratic and delegative leadership styles which enable to gain objectives and goal of society.

In transition process of Myanmar governing body, civil societies turn to change their society culture through capacity is building. Percentage of modern societies is obviously increasing in Rakhine state, western Myanmar. Most societies are still acting in their traditional ways basis on religions and ethnic groups. Co-cop society is dis-creasing due to government body change.

Development of a country is not the only responsibility of the government. Everyone is responsible in nation building. According to the participants, CSOs should take supplementary role to fill the gap of the government in nation building. CSOs leaders should take some responsibilities. Both the government and CSOs and NGOs should work hand in hand for the development of the country. The government can get information from the CSOs which are working closely with the communities and assign some tasks that they cannot perform well.

“Policy is changing in Myanmar. U Thein Sein (President), U Shwe Mann (Chairman of the Parliament) and Daw Suu (Chairman of the National League for Democracy) said “whatever we do, the community is the key”.

Thus, we need to help the government, the party leaders must bring the community along. If we could build trust among these three, our country will be complete. Putting aside the bullies and bringing about the truth is the duty of CSO leaders” Leader of a local CSOs and NGOs.

Discussants mention that the word, “CSOs” should stand for “Necessary Governmental Organization” instead of Non-Governmental Organization. CSOs should be impartial and just focus on the development of the country only. It is important to work for Civic Empowerment. CSOs leaders should introduce the community self-governance practices in the society and at the same time, they must learn with heart and soul to get “soft power”

Society leaders should not be contented just taking a leading role in an organization. They should work harder to contribute for development of the whole civil society. Key informants recommend that LNGO, NGO, INGO and CSO leaders should make efforts for the peaceful world where everyone can work at day time and everyone can sleep in peace without worrying for surprised guest-check at night time as well.

4.6 Capacity development of civil society

The strength of Rakhine civil society organizations lies in their connection to local communities and having an intimate understanding of the local dynamics and stakeholders, the growing networks within the sector, the dedication and creativity formed from many years of struggling in an extremely challenging environment, and its vital role in service delivery. Civil society organizations have proven to be highly capable service providers to the poor, and underserved, particularly in conflict-affected areas and areas with weak central government control.

There is several noteworthy civil society capacity building initiatives, many started by or with the support of international NGOs that have become national groups in the past several years. The Capacity Building Initiative was established by international NGOs to meet their growing demand for skilled and trained staff. As the Transnational Institute’s report on Myanmar’s civil society in 2014 explained, participants initially consisted of local staff from the international NGOs. Eventually, staff from local NGOs received relevant training. Less an organizational development initiative, the Capacity Building Initiative fills an important skill development role for civil society in Rakhine state, western Myanmar.

Another prominent initiative is Wanlet foundation and Paung Ku, which as previously described is a national group started by a consortium of international NGOs to assist a range of smaller organizations on training, advocacy, coordination, and small grants. It also takes a critical role in helping international NGOs work with civil society. Also previously described, the Local Resource Center is a prominent civil society network established by international and local

NGOs, which trains and coordinates local NGO capacity building and advocacy around the country through its four offices. Other civil society capacity-building initiatives have more issue-specific focus.

There are also an increasing number of international NGOs working around Rakhine as well as Myanmar with a specific mandate to strengthen civil society. One such group is Action Aid Rakhine state, western Myanmar, which provides intensive training to local organizations and assistance through its fellowship program. The program deploys youth leaders in targeted communities to help them, through participatory processes, analyze their problems, plan for development, promote democratic norms and forms of decision making, mobilize resources (including that of local government), and facilitate the implementation of community-prioritized action points through village development banks. The government has embraced the model as an example of people-centered development.

Since 2010, major donors, bilateral agencies, and development partners have increased support for capacity building and awareness-raising activities for civil society organizations active inside Rakhine and whole Myanmar across a broad spectrum of sectors and geographic areas, often delivering project-based support through third-party international NGOs.

Finally, as the country has opened to the world, Rakhine civil society has likewise increased its collaborations and participation in regional and international initiatives, around issues as diverse as education, health, climate change, regional integration, business, gender equality, and international financial institutions.

As repeatedly noted, many major challenges remain for Rakhine civil society. The urban–rural divide continues with profound technical, resource, and capacity gaps between those based in Sittwe and Yangon and a few other urban areas (including Mandalay) and the rural-based local NGOs and community-based organizations. Support for civil society is overwhelmingly directed at organizations with a presence, with capacity-building training and other opportunities offered in the few major urban areas.

Although civil society groups in Rakhine state have expanded and diversified quickly, they are experiencing considerable capacity and resource constraints under the myriad changes and challenges of the rapidly growing development assistance and investments. Local NGOs often struggle to retain skilled staff and meet the requests of development agencies and international NGOs eager to work and partner with them.

Local NGOs and community-based organizations are struggling to secure adequate funding for core operations and expanded programs. Although some donors are modifying their registration, reporting, and other requirements to correspond better to the local context, more needs to be done to ensure that local groups can access much-needed resources.