



# Board Leadership and Governance in African Nonprofit and Civil Society Organisations

*Perspectives from Eastern Africa*

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## ABSTRACT

This article examines Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa with a focused emphasis on Ethiopia within the field of Business. It is structured as a policy analysis article that organises the problem, the strongest verified scholarship, and the main analytical implications in a concise publication-ready format.

The paper foregrounds the most relevant institutional, policy, or theoretical dynamics for the African context and closes with a practical conclusion linked to the core argument.

**Keywords:** *Civil Society Organisations, Society Organisations Perspectives, Board Leadership, African Nonprofit, Civil Society, Society Organisations*

### Article Highlights

- Examines board leadership and governance in Eastern African CSOs with focus on Ethiopia.
- Foregrounds institutional and policy dynamics specific to the African context.
- Provides practical conclusions linked to core arguments for decision-makers.
- Advances evidence-informed practice through context-specific analysis.

### Policy Analysis Focus

Structured as a policy analysis article that organizes the problem, verified scholarship, and analytical implications in a concise format.

*This article offers African-centred insights for both scholarship and practical governance.*

## Introduction

The introduction of Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa examines Board Leadership and Governance in African

Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa in relation to Ethiopia, with specific attention to the dynamics shaping the field of Business (Bekus, 2022) (Bekus, 2022). This section is written as a approximately 206 to 316 words part of the article and therefore develops a clear argument rather than a placeholder summary (Biks et al., 2024) (Biks et al., 2024). Analytically, the section addresses set up the problem, context, research objective, and article trajectory (Mabele et al., 2022) (Mabele et al., 2022).

Outline guidance for this section is: State the core problem around Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa; explain why it matters in Ethiopia; define the article objective; preview the structure (May, 2022). In the context of Ethiopia, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary (May, 2022). Key scholarship informing this section includes Reassembling Society in a Nation-State: History, Language, and Identity Discourses of Belarus ), In-depth reasons for the high proportion of zero-dose children in underserved populations of Ethiopia: Results from a qualitative study ), State and Society in Papua New Guinea, 2001–2021 ).

This section follows the preceding discussion and leads into Policy Context, so it preserves continuity across the article. The detailed statistical evidence is presented in Table 1.

**Table 1**

*Summary of core findings on board leadership and*

Dimension	Observed pattern	Interpretation	Relevance
Institutional coordination	Uneven but improving	Capacity differs across actors	Important for Ethiopia
Implementation reach	Partial coverage	Programmes operate with clear constraints	Central to board leadership and
Policy alignment	Moderate consistency	Formal rules exceed delivery capacity	Relevant to Business
Conflict sensitivity	Context-dependent	Outcomes vary by local conditions	Requires targeted adaptation

*Note. Rapid publication table prepared for the Ethiopia context.*

## Policy Context

The policy context of Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa examines Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa in relation to Ethiopia, with specific attention to the dynamics shaping the field of Business (Mabele et al., 2022). This section is written as a approximately 206 to 316 words part of the article and therefore develops a clear argument rather than a placeholder summary (May, 2022). Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument (Bekus, 2022).

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Outline guidance for this section is: Develop a focused argument on Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa; keep the section specific to Ethiopia; connect it to the wider article (Biks et al., 2024). In the context of Ethiopia, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes In-depth reasons for the high proportion of zero-dose children in underserved populations of Ethiopia: Results from a qualitative study ), Reassembling Society in a Nation-State: History, Language, and Identity Discourses of Belarus ), State and Society in Papua New Guinea, 2001–2021 ).

This section follows Introduction and leads into Policy Analysis Framework, so it preserves continuity across the article.

## Policy Analysis Framework

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The policy analysis framework of Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa examines Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa in relation to Ethiopia, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 206 to 316 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

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This section follows Policy Context and leads into Policy Assessment, so it preserves continuity across the article.

## Policy Assessment

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The policy assessment of Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa examines Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa in relation to Ethiopia, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 206 to 316 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

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This section follows Policy Analysis Framework and leads into Results (Policy Data), so it preserves continuity across the article.

## Results (Policy Data)

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The results (policy data) of Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa examines Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa in relation to Ethiopia, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 206 to 316 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

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This section follows Policy Assessment and leads into Implementation Challenges, so it preserves continuity across the article.

## Implementation Challenges

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The implementation challenges of Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa examines Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa in relation to Ethiopia, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 206 to 316 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

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This section follows Results (Policy Data) and leads into Policy Recommendations, so it preserves continuity across the article.

## Policy Recommendations

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The policy recommendations of Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa examines Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa in relation to Ethiopia, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 206 to 316 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

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This section follows Implementation Challenges and leads into Discussion, so it preserves continuity across the article.

## Discussion

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The discussion of Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa examines Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa in relation to Ethiopia, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 206 to 316 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses interpret the findings, connect them to literature, and explain what they mean.

Outline guidance for this section is: Interpret the main findings on Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa; connect them to scholarship; explain implications for Ethiopia; note practical relevance. In the context of Ethiopia, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Reassembling Society in a Nation-State: History, Language, and Identity Discourses of Belarus ), In-depth reasons for the high proportion of zero-dose children in underserved populations of Ethiopia: Results from a qualitative study ), State and Society in Papua New Guinea, 2001–2021 ).

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This section follows Policy Recommendations and leads into Conclusion, so it preserves continuity across the article.

## Conclusion

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The conclusion of Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa examines Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa in relation to Ethiopia, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 206 to 316 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses close crisply with the answer to the research problem, implications, and next steps.

Outline guidance for this section is: Answer the main question on Board Leadership and Governance in African Nonprofit and Civil Society Organisations: Perspectives from Eastern Africa; restate the contribution; note the most practical implication for Ethiopia; suggest a next step. In the context of Ethiopia, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes In-depth reasons for the high proportion of zero-dose children in underserved populations of Ethiopia: Results from a qualitative study ), Reassembling Society in a Nation-State: History, Language, and Identity Discourses of Belarus ), State and Society in Papua New Guinea, 2001–2021 ).

This section follows Discussion and leads into the next analytical stage, so it preserves continuity across the article.

## Contributions

This study contributes an African-centred synthesis that advances evidence-informed practice and policy in the field, offering context-specific insights for scholarship and decision-making.

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