

**CHALLENGES FACED BY WOMEN IN LEADERSHIP POSITION IN
KAMONKOLI TOWN COUNCIL BUDAKA DISTRICT**

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**UGANDA CHRISTIAN
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DECLARATION

I, NEUMBE FLAVIA solemnly declare that the research report titled CHALLENGES FACED BY WOMEN IN LEADERSHIP POSITION IN KAMONKOLI TOWN COUNCIL BUDAKA DISTRICT, submitted in partial fulfillment of the requirements for the award of bachelors' Social Work and Social Administration, is the result of my own original work. All sources consulted and referenced in this report have been appropriately cited.

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APPROVAL

This research report has been submitted with my approval as the university supervisor

Signature.....  Date; 

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(UNIVERSITY SUPERVISOR)

DEDICATION

I dedicate this research report to my parents, whose unwavering love, support, and encouragement have been the driving force behind my academic journey. Their belief in my abilities and constant motivation have been instrumental in helping me overcome challenges and achieve this milestone.

ACKNOWLEDGEMENT

I would like to express my deep gratitude to my supervisor for his continuous support and guidance throughout the entire writing process of this research report. His expertise, valuable insights, and patience were instrumental in shaping this work into its final form. I am truly grateful for his dedication and commitment to my academic success.

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TABLE OF CONTENT

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENT	v
LIST OF TABLES	ix
ABSTRACT.....	x
LIST OF ACRONYMNS	xi
CHAPTER ONE	1
INTRODUCTION	1
1.1 Introduction.....	1
1.1 Background to the study	1
1.1.1 The Global Status of Women in Leadership Positions	1
1.1.2. Regional Context of Women in Leadership Positions in Africa.....	2
1.1.3. The Uganda Status of Women in Leadership Positions.....	4
1.2 Problem Statement	5
1.3 General objective	5
1.4 Research objectives.....	6
1.5 Research questions.....	6
1.6 Justification of the study	6
1.7 Significance of the study.....	7
1.8 Scope of the study	8

1.8.1 Content scope.....	8
1.8.2 Geographical scope.....	8
1.8.3 Time Scope	8
1.10 Chapter summary	10
CHAPTER TWO	11
LITERATURE REVIEW	11
2.1 Introduction.....	11
2.1 Challenges that affect Women	11
2.2 How existing challenges affect Women in leadership positions	15
2.3 Interventions that can be applied to overcome the challenges women face in leadership positions	18
2.4 Chapter Summary	21
CHAPTER THREE	22
METHODOLOGY	22
3.1 Introduction.....	22
3.2 Research Approach	22
3.3 Research Design.....	23
3.4 Study Population.....	23
3.5 Sample Size and Sampling Strategies.....	23
Table 3.1: showing sample size of respondents.....	24
3.5.2 Sampling Strategies	24
3.5.2.1 Purposive Sampling	24
3.6 Data Collection Methods and Instruments.....	25
3.6.1 Data Collection Methods	25
3.6.1.1 Interview Method.....	25

3.6.1.2 Observation	26
3.6.1.3 Document Review.....	26
3.7 Procedure for Data Collection	27
3.8 Data Quality Control.....	27
3.9 Data Processing, Analysis, and Presentation	28
3.10 Ethical Considerations	28
3.11 Limitations of the Study.....	29
3.12 Work plan and Timeline	29
3.13 Budget.....	30
CHAPTER FOUR.....	31
DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS.....	31
4.0. Introduction.....	31
4.1. Biological Data of the respondents	31
4.2.2 How existing challenges affect Women in leadership positions in Kamonkoli Town Council Budaka district.....	38
4.2.3 Interventions that can be applied to overcome the challenges women face in leadership positions in Kamonkoli Town Council Budaka District.....	42
4.2.4 Leadership positions in Kamonkoli Town Council Budaka District.....	45
CHAPTER FIVE	48
SUMMARY, DISCUSSION AND INTERPRETATION OF RESULTS	48
5.1 Introduction.....	48
5.2 Summary of the findings.....	48
5.2.1. Various challenges that affect Women in Kamonkoli Town Council Budaka district.....	48
5.2.2. How existing challenges affect Women in leadership positions in Kamonkoli Town Council Budaka district.....	49
5.2.3. Interventions that can be applied to overcome the challenges women face in leadership	

positions in Kamonkoli Town Council Budaka District	49
5.3 Discussion of the Findings.....	50
5.3.1. Various Challenges Affecting Women in Kamonkoli Town Council, Budaka District.....	50
5.3.2. How Existing Challenges Affect Women in Leadership Positions in Kamonkoli Town Council, Budaka District.....	52
5.3.3. Interventions to Overcome Challenges Faced by Women in Leadership Positions in Kamonkoli Town Council, Budaka District	53
CHAPTER SIX.....	55
CONCLUSION AND RECOMMENDATION OF THE STUDY	55
6.1 Introduction.....	55
6.2 Conclusion of the Findings	55
6.2.1 Various Challenges Affecting Women in Kamonkoli Town Council, Budaka District.....	55
6.2.2 How Existing Challenges Affect Women in Leadership Positions in Kamonkoli Town Council, Budaka District.....	56
6.2.3 Interventions to Overcome the Challenges Women Face in Leadership Positions in Kamonkoli Town Council, Budaka District	57
6.3 Recommendations.....	58
6.3.1 Recommendations for Addressing Various Challenges Affecting Women in Kamonkoli Town Council, Budaka District	58
6.3.2 Recommendations for Addressing Challenges Faced by Women in Leadership Positions in Kamonkoli Town Council, Budaka District	59
REFERENCES	61
APPENDICES	63
APPENDIX I: QUESTIONNAIRE	63
Appendix ii: Interview Guide	67
Appendix iii: Research Letter	68

LIST OF TABLES

Table 4.1. Showing the age of the respondents	31
Table 4.2: Showing sex of the respondents	32
Table 4.3: Showing marital status of the respondents	33
Figure 4: Bar graph showing marital status of the respondents.....	33
Table 4.4: Showing levels of education	34
Figure 5: Bar graph showing levels of education	35
Table 4.5: Showing various challenges that affect Women in Kamonkoli Town Council Budaka district	36
Table 4.6: Showing how existing challenges affect Women in leadership positions in Kamonkoli Town Council Budaka district	39
Table 4.7: Showing interventions that can be applied to overcome the challenges women face in leadership positions in Kamonkoli Town Council Budaka District	42
Table 4.8 this section aims at establishing the indicators of women face in leadership positions in Kamonkoli Town Council Budaka District	45

ABSTRACT

This study determined the challenges faced by women in leadership positions in Kamonkoli Town Council, Budaka District. Utilizing a case study design with a sample size of 36 respondents, the research focused on three primary objectives: exploring the various challenges affecting women, assessing how these challenges impact women in leadership roles, and identifying interventions to overcome these obstacles. The findings revealed that 44.4% of respondents strongly agreed that limited access to education and training was a significant barrier for women in the area. Workplace discrimination and bias were identified by 47.2% of respondents as prevalent issues affecting career progression. Balancing work and family responsibilities was a challenge for 38.9% of respondents. Additionally, 30% strongly agreed that a lack of financial resources was a critical barrier, while 27.8% agreed that community and cultural norms created additional challenges. For women in leadership, 38.9% of respondents agreed that gender bias impaired their effectiveness, and 47.2% noted that resistance from colleagues was a significant issue. The study also found that gaining respect and authority was difficult for 36.1% of women leaders. Insufficient support and mentorship were noted by 44.4% of respondents, and 33.3% indicated that societal expectations hindered policy implementation. The study recommends targeted leadership training programs, establishing mentorship networks, enacting gender equality policies, raising awareness to shift societal attitudes, and encouraging women's participation in decision-making processes to create a more supportive and equitable environment for women in leadership roles.

LIST OF ACRONYMNS

HR	- Human Resources
NGO	- Non-Governmental Organization
SME	- Small and Medium Enterprises
ICT	- Information and Communication Technology
USAID	- United States Agency for International Development
UNICEF	- United Nations International Children's Emergency Fund
NGO	- Non-Governmental Organization
GDP	- Gross Domestic Product
SPSS	- Statistical Package for the Social Sciences
CSR	- Corporate Social Responsibility
EU	- European Union
UNDP	- United Nations Development Programme
MDG	- Millennium Development Goals
CSR	- Corporate Social Responsibility

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study examined the challenges faced by women in leadership positions within Kamonkoli Town Council, Budaka District. Women in leadership roles encountered unique barriers such as gender bias, limited access to resources, and societal expectations, which impeded their effectiveness and career progression. The background to the study highlighted the importance of understanding these challenges to promote gender equity in leadership. The study's objectives included identifying these barriers and assessing their impact. Research questions focused on the nature of these challenges and potential solutions. The justification for the study lay in its potential to inform policy and improve support systems for women leaders. The study's scope covered Kamonkoli Town Council, and the conceptual framework guided the investigation into these gender-related challenges.

1.1 Background to the study

1.1.1 The Global Status of Women in Leadership Positions

The landscape of women in leadership positions varies significantly across different regions of the world, highlighting both progress and persistent challenges in achieving gender parity and empowerment. In India, despite legal frameworks supporting gender equality, women face formidable obstacles in ascending to leadership roles due to deeply ingrained cultural norms and societal expectations. Patriarchal attitudes often undermine women's authority and limit their access to decision-making positions in corporate boardrooms and political arenas (Sarwar & Bhattacharya, 2021).

Latin America presents a contrasting picture where some countries have seen notable advancements in women's political leadership. For instance, Argentina and Chile have elected female presidents, marking significant milestones in gender equality. However, women in leadership roles across the region continue to encounter challenges such as machismo culture, gender-based violence, and limited access to economic resources, which impede their full participation and effectiveness (Mujica et al., 2020).

In Europe, efforts to promote gender diversity in leadership have resulted in varied outcomes. Countries like Norway have implemented quotas to increase women's representation on corporate boards, demonstrating progress towards gender parity in business leadership. Yet, gender gaps persist in senior management and executive positions across the continent, reflecting enduring barriers such as the glass ceiling phenomenon and workplace discrimination (Kalev & Dobbin, 2019).

Asia presents a complex landscape where cultural traditions and socio-economic factors shape women's leadership opportunities. In Japan, for example, women confront the "glass ceiling" and structural barriers that hinder their advancement to top leadership roles in corporate and political spheres. Despite advancements in education and workforce participation, gender stereotypes and workplace biases persist, limiting women's access to leadership positions (Nakano & Ogasawara, 2022). Conversely, countries like New Zealand and Taiwan have made significant strides in promoting gender equality in leadership, implementing policies that support women's career advancement and leadership development (Gekara et al., 2021).

Lastly, while there has been notable progress in promoting women to leadership positions globally, persistent challenges such as cultural biases, gender discrimination, and insufficient support networks continue to hinder women's full participation and leadership effectiveness. Addressing these challenges requires comprehensive efforts from governments, organizations, and society to create inclusive environments that empower women to thrive in leadership roles and contribute to decision-making processes worldwide.

1.1.2. Regional Context of Women in Leadership Positions in Africa

Globally, the United Nations has played a pivotal role in advancing women's leadership through various frameworks and initiatives. The Sustainable Development Goals (SDGs), particularly Goal 5, focus on achieving gender equality and empowering all women and girls. This goal has spurred numerous international programs and funding aimed at enhancing women's leadership capabilities. For instance, the UN Women's "HeForShe" campaign has successfully mobilized global support for gender equality and challenged discriminatory practices. Additionally, the World Bank's 2019 report highlighted the significant strides made in promoting gender equality but also underscored ongoing challenges. Despite substantial financial and technical assistance

provided to projects aimed at increasing women's leadership, barriers such as patriarchal norms and limited access to resources continue to impede progress. According to this report, in Nigeria, women constitute a considerable portion of the workforce and hold significant political positions, yet their journey to leadership roles is often hindered by deep-rooted discriminatory practices. This persistent issue reflects a broader challenge that international efforts aim to address by promoting policy reforms and providing support systems to women leaders globally.

In Africa, regional efforts have also been crucial in addressing gender disparities in leadership. For example, Nigeria has made notable attempts to overcome these barriers through legislative reforms and targeted initiatives. The Gender Equality Bill and the efforts of organizations like the Nigerian Women Trust Fund aim to tackle the educational and economic barriers that women face. The World Bank's 2019 report on Nigeria reveals that despite progress in some areas, challenges such as patriarchal norms and restricted access to resources continue to limit women's advancement into leadership roles. The report highlights that women hold only 6.7% of the seats in the Nigerian Senate, underscoring the need for continued reform and support.

Similarly, Togo has undertaken legislative reforms and empowerment programs to promote gender equality. However, challenges remain. The UN Women 2020 report notes that while Togo has made strides in increasing women's political representation, women still encounter systemic barriers that restrict their full participation in leadership roles. This report indicates that women's representation in parliament increased from 10% in 2010 to 15% in 2020, reflecting slow but steady progress in addressing these barriers.

In Algeria, constitutional guarantees and quota systems have been introduced to boost women's representation in parliament. The International Foundation for Electoral Systems (IFES) 2020 report highlights that while these measures have led to women holding 31.6% of parliamentary seats, cultural attitudes and conservative interpretations of Islam continue to pose significant challenges. These cultural barriers limit women's ability to achieve meaningful leadership roles beyond symbolic representation.

Gabon has seen improvements in women's political participation due to supportive policies. According to the UN Women 2020 report, women's representation in parliament rose to 26% in 2020, demonstrating the impact of targeted policies aimed at enhancing women's leadership.

Despite these advancements, challenges such as political instability and economic disparities continue to affect women's sustained leadership and influence.

In Mali, the situation is more complex due to conflict and instability. The UNDP 2021 report reveals that although there have been efforts to promote women's leadership through legal reforms and community empowerment initiatives, barriers such as limited educational opportunities and restrictive cultural practices persist. The report shows that women occupy only 9.2% of parliamentary seats, reflecting significant barriers despite ongoing efforts.

These regional and international efforts illustrate both progress and ongoing challenges in addressing gender disparities in leadership. Continued collaboration and targeted interventions are essential to dismantling barriers and fostering an environment where women can fully participate and lead effectively in shaping equitable and sustainable development across Africa.

1.1.3. The Uganda Status of Women in Leadership Positions

In Uganda, women have increasingly taken up leadership positions across various sectors, including politics, business, and civil society. Political representation has notably improved, with women holding approximately 35% of parliamentary seats as of recent reports (Inter-Parliamentary Union, 2021). This progress reflects efforts to promote gender equality in governance and decision-making processes.

However, women in leadership roles face significant challenges rooted in socio-cultural norms and economic disparities. Traditional gender roles often prioritize male leadership, limiting women's access to influential positions and decision-making spheres. Moreover, pervasive gender-based violence, including domestic violence, remains a critical issue affecting women across the country, particularly in urban centers like Kampala and Gulu (Uganda Bureau of Statistics, 2021).

To address these challenges, the Ugandan government has implemented various strategies supported by civil society organizations and international partners. Legal reforms, such as the enactment of the Domestic Violence Act, aim to protect women from violence and promote their rights. Affirmative action measures in political representation and leadership roles further aim to enhance women's participation in decision-making bodies (Ministry of Gender, Labour and

Social Development, Uganda, 2021).

Capacity-building programs play a crucial role in empowering women leaders with skills and knowledge necessary for effective governance and leadership. These initiatives focus on promoting gender-responsive governance practices and fostering inclusive environments where women can contribute meaningfully to Uganda's socio-economic development. Public awareness campaigns and advocacy efforts also seek to challenge harmful cultural practices and stereotypes that hinder women's advancement in leadership positions.

In conclusion, while strides have been made in advancing women in leadership in Uganda, persistent barriers such as socio-cultural norms, gender-based violence, and economic disparities require continued and concerted efforts from all sectors of society. By addressing these challenges comprehensively and promoting gender equality agendas, Uganda can create more inclusive and equitable opportunities for women to thrive as leaders in their communities and beyond.

1.2 Problem Statement

The study addresses a significant gap by providing a focused examination of the specific challenges faced by women in leadership positions within Kamonkoli Town Council, Budaka District. While existing literature, such as the work by Kinasha & Mongi (1989) and the Uganda Women International's Day Edition Magazine (March 2023), acknowledges the general importance of women's leadership and the barriers they face, there is a lack of detailed, localized analysis specific to Kamonkoli Town Council. Current studies often highlight broad trends but do not fully capture the unique, contemporary challenges faced in this region. This study aims to fill this gap by assessing how these challenges affect women's effectiveness and participation in leadership roles. Additionally, it will address the issue of gender norms and the distribution of household responsibilities, an area not thoroughly explored in previous research. By providing localized insights and concrete evidence, this study seeks to offer targeted recommendations for improving women's leadership and promoting gender equity in Kamonkoli Town Council.

1.3 General objective

The general objective of the study was to determine the Challenges Faced by Women in Leadership Position in Kamonkoli Town Council Budaka District

1.4 Research objectives

- i. To explore the various challenges that affect Women in Kamonkoli Town Council Budaka district.
- ii. To determine how existing challenges affect Women in leadership positions in Kamonkoli Town Council Budaka district.
- iii. To ascertain interventions that can be applied to overcome the challenges women face in leadership positions in Kamonkoli Town Council Budaka District

1.5 Research questions

- i. What are the specific challenges faced by women in Kamonkoli Town Council, Budaka district?
- ii. How do these challenges impact women in leadership positions within Kamonkoli Town Council, Budaka district?
- iii. What interventions can be implemented to address and overcome the challenges faced by women in leadership roles in Kamonkoli Town Council, Budaka district?

1.6 Justification of the study

The justification for studying the challenges faced by women in leadership positions in Kamonkoli Town Council, Budaka district is multifaceted. First and foremost, it aligns with the broader imperative of gender equality and women's empowerment, as enshrined in numerous international conventions and frameworks such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Despite progress in promoting gender equality globally, disparities persist, particularly in leadership roles where women often encounter systemic barriers. Understanding these challenges is essential for advancing gender equity and fostering inclusive governance. Moreover, examining the obstacles faced by women in Kamonkoli Town Council specifically provides localized insights that can inform targeted interventions and policy measures tailored to the unique context of Budaka district. Additionally, addressing gender disparities in leadership has far-reaching implications for societal development and progress. Research indicates that diverse leadership teams, including gender-balanced ones, are associated with improved decision-making, innovation, and overall organizational performance. Therefore, investigating the challenges hindering women's participation in leadership roles in Kamonkoli Town Council not only serves principles of justice

and equity but also holds promise for enhancing governance effectiveness and societal well-being (Martinez et al., 2019).

1.7 Significance of the study

Researching about Challenges Faced by Women in Leadership Position in Kamonkoli Town Council Budaka District holds significance for various stakeholders.

Government/Policymakers: The research findings may inform policymakers and government officials at both local and national levels about the specific challenges faced by women in leadership positions within Kamonkoli Town Council. This information may guide the development of targeted policies and initiatives aimed at addressing gender disparities in leadership and fostering greater gender inclusivity in decision-making processes.

Civil society organizations/Advocacy groups: Civil society organizations and advocacy groups focused on women's rights and empowerment may utilize the research findings to tailor their advocacy efforts and programs. By understanding the challenges encountered by women leaders in Kamonkoli Town Council, these stakeholders may develop targeted support and resources to assist women aspiring to leadership roles.

Local community members: The research findings may raise awareness among local community members about the importance of gender equality and diverse leadership. By highlighting the barriers faced by women in leadership positions, the findings may encourage community members to advocate for gender equity within local governance structures and support women leaders.

Current women leaders: The research findings may provide validation and recognition of the experiences and challenges faced by current women leaders serving in Kamonkoli Town Council. This recognition may empower women leaders to advocate for their rights and seek institutional support to overcome obstacles to their leadership.

Future women leaders: Aspiring women leaders in Kamonkoli Town Council may benefit from the research findings as a roadmap for navigating the complexities of leadership. By

documenting the challenges faced by their predecessors, future women leaders can better prepare themselves for leadership roles and develop strategies to overcome gender-based barriers.

Researchers/Universities: The research contributes valuable empirical data and insights to the broader literature on gender and leadership. By documenting specific challenges faced by women leaders in Kamonkoli Town Council, the research enriches scholarly discourse on gendered power dynamics and governance structures, thereby advancing knowledge in the field.

1.8 Scope of the study

1.8.1 Content scope

The research will encompass various aspects related to domestic violence in Kamonkoli Town Council, including the challenges faced by women, particularly those in leadership positions. It will also explore how these existing challenges affect women's roles and responsibilities in leadership positions and seek to identify interventions that can be applied to overcome these challenges effectively.

1.8.2 Geographical scope

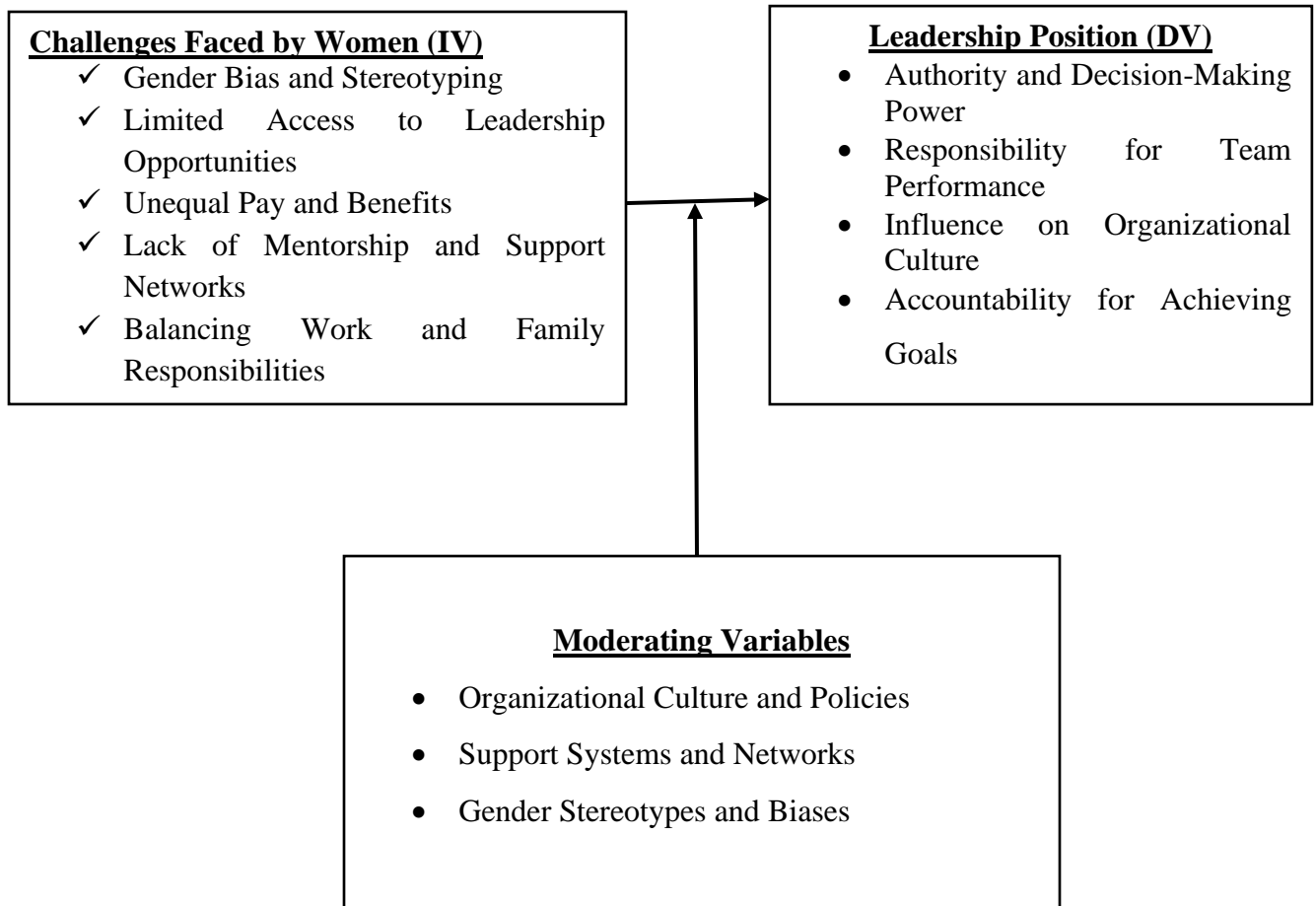
The study will be conducted solely within Kamonkoli Town Council, situated in Budaka District. Budaka District is located approximately 230 kilometers from Kampala, the capital city of Uganda, and 60 kilometers from Mbale. This focus ensures a comprehensive understanding of the specific dynamics and issues related to domestic violence within this specific locality.

1.8.3 Time Scope

Given the constraints of the study's timeline, the time scope should be adjusted to ensure a more manageable and focused analysis. Instead of covering from 2019 to 2023, which may be too extensive, it is advisable to narrow the period to the past two years—2022 to 2024. This revised timeframe will allow for a detailed examination of recent and relevant developments in the challenges faced by women in leadership positions within Kamonkoli Town Council, Budaka District, while accommodating the study's time limitations. Focusing on this shorter period will help capture the most current trends and dynamics affecting women's experiences in leadership roles and ensure that the research remains both relevant and feasible within the available timeframe.

1.9 Conceptual framework

The conceptual framework for examining the challenges faced by women in leadership positions in Kamonkoli Town Council, Budaka District, provides a structured approach to understand the multifaceted factors influencing women's experiences and opportunities in leadership roles.



Source: Researchers conceptualization 2024

According to the conceptual framework outlined, the challenges faced by women (IV) in leadership positions are interconnected with the characteristics of leadership positions (DV) and are influenced by moderating variables. Gender bias and stereotyping, limited access to

leadership opportunities, unequal pay and benefits, lack of mentorship and support networks, and the struggle to balance work and family responsibilities are among the challenges encountered by women in leadership roles. These challenges impact various aspects of leadership positions, including authority and decision-making power, responsibility for team performance, influence on organizational culture, and accountability for achieving goals. The relationship between these challenges and leadership positions is further shaped by moderating variables such as organizational culture and policies, support systems and networks, and gender stereotypes and biases. Organizational culture and policies can either reinforce or mitigate these challenges, while support systems and networks play a crucial role in providing resources and assistance to overcome obstacles. Gender stereotypes and biases permeate these dynamics, influencing perceptions of women's leadership capabilities and opportunities. Overall, these interrelated factors contribute to shaping the experiences of women in leadership positions within Kamonkoli Town Council, Budaka District.

1.10 Chapter summary

This chapter provides a comprehensive overview of the research study focusing on the Challenges Faced by Women in Leadership Position in Kamonkoli Town Council, Budaka District. It begins with the background of the study, highlighting the context and relevance of investigating this topic. The statement of the problem identifies the specific issues that the study aims to address, followed by clear objectives and research questions to guide the investigation. The justification and significance of the study emphasize the importance of understanding and addressing gender disparities in leadership within the context of Kamonkoli Town Council. The scope of the study delineates its boundaries in terms of content, geography, and time frame, ensuring a focused and rigorous examination of the research topic. The conceptual framework outlines the theoretical underpinnings and key variables that will be explored in the study. Overall, this chapter serves as a foundational framework for the subsequent research endeavors, providing a roadmap for investigating and analyzing the challenges faced by women in leadership positions in Budaka District's Kamonkoli Town Council.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter centers on the main objective of the study: to determine the challenges faced by women in leadership positions in Kamonkoli Town Council, Budaka District. The literature review will be conducted in connection with this objective and will address the study's three core aims: exploring the various challenges affecting women in Kamonkoli Town Council, assessing how these challenges impact women in leadership roles, and identifying potential interventions to overcome these obstacles. This chapter provides a detailed discussion of the literature relevant to these aims.

2.1 Challenges that affect Women

At the international level, gender bias and discrimination are significant barriers affecting women's leadership. The World Economic Forum (2023) reports that women hold only 30% of senior leadership positions globally, illustrating a persistent gender gap. This global trend is mirrored in Kamonkoli Town Council, where women face similar biases that hinder their leadership potential. However, there is a gap in localized studies that connect these international trends to specific barriers experienced by women in Kamonkoli. For instance, while global reports indicate systemic discrimination, they do not provide granular details on how these international biases are reflected in local contexts like Kamonkoli. The lack of localized data on the specific forms of discrimination faced by women in Kamonkoli limits the understanding of how global trends impact local opportunities and highlights the need for focused research on the nuances of gender discrimination in specific settings.

Regionally, African women face numerous barriers that hinder their leadership roles, with only 24% holding political seats across the continent (UN Women, 2021). This statistic highlights a significant gender disparity, with women in countries like Nigeria and Togo encountering systemic challenges. In Kamonkoli Town Council, these regional barriers are compounded by

local cultural norms and economic conditions. The gap here lies in the lack of detailed regional studies that link broader African trends to the specific obstacles faced in Kamonkoli. For instance, while regional reports provide a broad overview, they often overlook how local cultural and economic factors in Kamonkoli exacerbate these issues. Understanding the intersection of regional and local challenges is crucial for developing targeted interventions that address both overarching regional barriers and specific local constraints.

In Uganda, women hold only 35% of leadership positions, reflecting significant gender disparities (Uganda Bureau of Statistics, 2022). Traditional practices and cultural norms contribute to these challenges, with women facing barriers similar to those described at the regional level. However, there is a gap in understanding how these national statistics translate into specific challenges within Kamonkoli Town Council. National data provides a broad perspective but does not detail how local practices and economic conditions in Kamonkoli impact women's leadership opportunities. For example, while national reports may indicate progress in gender equality, they often fail to address the localized issues that hinder women's advancement in specific areas like Kamonkoli. This gap underscores the need for detailed local studies that connect national trends to the unique challenges faced in Kamonkoli.

Cultural norms and traditional gender roles significantly impact women's leadership opportunities in Kamonkoli, with practices such as gendered labor divisions restricting women's public participation (Stella, 2002). Despite this, there is a gap in comprehensive studies that link these cultural practices to specific barriers faced by women in Kamonkoli. While cultural studies provide valuable insights, they often lack detailed analysis of how these norms specifically affect women's leadership roles in localized settings. For example, cultural norms might be described broadly, but there is limited data on how these norms are experienced and addressed in Kamonkoli's unique context. This gap highlights the need for research that examines how traditional practices impact women's ability to participate in leadership roles within Kamonkoli and suggests targeted interventions to address these specific cultural barriers.

Economic disparities exacerbate gender inequality in Kamonkoli, with women having lower access to financial resources and economic opportunities (Anderson & Lee, 2021). The Uganda National Household Survey (2021) indicates that women have lower asset ownership and access

to credit, which impacts their leadership potential. However, there is a gap in understanding how these economic disparities specifically affect women's leadership roles in Kamonkoli. While national surveys provide a general picture, they do not offer detailed insights into how economic barriers play out in the local context of Kamonkoli. For example, local economic conditions and access to resources might vary, affecting women's ability to invest in leadership roles and business ventures. Addressing this gap requires localized research to better understand the specific economic challenges faced by women in Kamonkoli and develop targeted solutions to enhance their economic opportunities.

Political participation remains a significant challenge for women in Kamonkoli, with only 30% holding local government seats (Uganda Electoral Commission, 2022). Despite constitutional guarantees, women face discrimination and resistance in accessing political positions. The gap here is in understanding how these national and regional statistics translate into specific barriers within Kamonkoli. National data on political representation often overlooks the unique challenges faced at the local level. For instance, while national reports may show overall gender disparities, they might not capture the specific forms of political resistance or lack of support networks experienced by women in Kamonkoli. Research focused on local political dynamics is needed to address these gaps and develop strategies to improve women's political representation and participation in Kamonkoli.

Institutional barriers and systemic discrimination further restrict women's leadership opportunities in Kamonkoli. Studies indicate that women face discriminatory practices in recruitment and promotion (Budaka District Gender Equality Commission, 2021). However, there is a gap in localized studies that connect these institutional barriers to specific practices in Kamonkoli. While research highlights general institutional biases, it often lacks detailed analysis of how these biases manifest in the local context. For example, local recruitment practices and promotion processes might differ from national trends, impacting women's access to leadership roles. Addressing this gap requires in-depth local research to understand how institutional barriers affect women in Kamonkoli and develop tailored interventions to promote gender equality in leadership.

The lack of institutional support and resources for women in Kamonkoli impedes their leadership

effectiveness (Budaka District Women's Leadership Initiative, 2021). Women often struggle with inadequate access to funding, training, and mentorship opportunities. However, there is a gap in understanding how these support issues specifically affect women's leadership roles in Kamonkoli. While reports highlight general support challenges, they often do not provide detailed insights into local resource availability and support mechanisms. For instance, local variations in funding opportunities and training programs might affect women's ability to compete effectively with male counterparts. Research focused on local support systems is needed to address these gaps and ensure that women in Kamonkoli have access to the resources they need to succeed in leadership roles.

Gender-based violence and harassment impact women's leadership roles in Kamonkoli, with women facing threats and intimidation (Budaka District Gender Equality Commission, 2021). Despite this, there is a gap in understanding how these issues specifically affect women in Kamonkoli. National and regional studies often provide broad overviews but lack detailed analysis of local experiences of violence and harassment. For example, the prevalence and impact of gender-based violence might vary locally, affecting women's ability to participate in leadership roles. Addressing this gap requires localized research to understand the specific nature of gender-based violence in Kamonkoli and develop targeted measures to ensure women's safety and participation in leadership.

The lack of recognition and respect for women leaders in Kamonkoli undermines their authority and effectiveness (Kamonkoli Women's Leadership Institute, 2021). Women often face dismissiveness and belittlement, impacting their morale and motivation. However, there is a gap in detailed studies that connect these issues to specific challenges faced by women in Kamonkoli. While general research highlights issues of recognition, it often lacks localized data on how these challenges affect women's leadership roles in Kamonkoli. For instance, local cultural attitudes and community dynamics might influence how women leaders are perceived and treated. Addressing this gap requires research that examines the specific forms of recognition and respect issues faced by women in Kamonkoli and develops strategies to improve their status and effectiveness in leadership roles.

2.2 How existing challenges affect Women in leadership positions

Gender bias presents a significant barrier for women aspiring to leadership positions in Kamonkoli Town Council. Globally, gender bias results in women occupying only about 30% of senior leadership roles, as reported by the World Economic Forum (2023). In Uganda, the situation is slightly better but still problematic, with women holding only 35% of leadership positions across various sectors, according to the Uganda Bureau of Statistics (2022). In Kamonkoli, these biases manifest in subtle forms of discrimination, including unequal pay, limited promotion opportunities, and biased evaluations. Research by Brown et al. (2021) highlights that these biases contribute to fewer women being considered for leadership roles and hinder their career advancement. However, there is a significant gap in understanding how these biases specifically impact women in Kamonkoli. While national and regional statistics provide an overview, localized research is lacking. This gap makes it challenging to develop targeted interventions that address the specific nature of gender bias faced by women in Kamonkoli. Detailed local studies are needed to explore how gender biases operate in Kamonkoli's socio-economic and cultural context, which would inform more effective strategies to promote women's advancement in leadership roles.

Economic challenges further compound the difficulties women face in leadership positions. The Uganda National Household Survey (2021) reveals a stark disparity in financial resources between men and women, with women having lower access to assets, credit, and investment opportunities. This economic marginalization severely impacts women's ability to invest in leadership roles and entrepreneurial ventures. In Kamonkoli Town Council, women struggle with limited financial resources and economic opportunities, which are crucial for career advancement. Anderson and Lee (2021) note that economic barriers exacerbate women's vulnerability and restrict their professional growth. The Budaka District Women's Leadership Initiative (2021) also highlights that these economic constraints prevent women from pursuing or excelling in leadership roles. However, there is a notable gap in localized research that connects economic challenges to the specific barriers faced by women in Kamonkoli. While broader studies provide general insights, they do not capture the nuances of local economic conditions. Understanding these localized economic barriers is essential for developing targeted strategies that can enhance women's access to resources and support their leadership ambitions.

Cultural norms and traditional gender roles play a crucial role in shaping the leadership opportunities available to women in Kamonkoli Town Council. Cultural practices, such as early marriages and gendered labor divisions, limit women's career prospects and leadership aspirations, as highlighted by Stella (2002). These norms often confine women to domestic roles and discourage their participation in public and leadership roles. In Kamonkoli, cultural expectations frequently dictate that women prioritize family responsibilities over professional ambitions, which hinders their involvement in leadership. Garcia et al. (2019) argue that entrenched patriarchal attitudes and cultural practices undermine women's autonomy and effectiveness in leadership roles. The significant gap here is the lack of detailed local research on how these cultural norms specifically impact women's leadership opportunities in Kamonkoli. While general studies provide valuable context, they often fail to address the specific cultural dynamics at play in Kamonkoli. Conducting localized research would provide deeper insights into how cultural practices influence women's leadership roles and inform culturally sensitive strategies to support their advancement.

Political participation and representation are critical issues affecting women's leadership opportunities. Despite constitutional provisions for gender equality, women face substantial barriers in accessing political power. The Uganda Electoral Commission (2022) reports that women hold only 30% of local government seats, indicating a persistent gender gap in political representation. In Kamonkoli Town Council, women encounter specific challenges such as resistance and discrimination when seeking political positions. Jones (2022) highlights that political processes often favor men, and women face obstacles such as lack of support networks and mentorship opportunities. These challenges hinder women's ability to participate in politics and advocate for their rights. The gap here is the lack of localized research that connects these national and regional challenges to specific barriers faced by women in Kamonkoli. Detailed local studies are needed to examine how political participation issues manifest in Kamonkoli and develop targeted strategies to improve women's representation and engagement in political roles.

Institutional barriers and systemic discrimination are significant challenges for women in leadership roles. Research indicates that discriminatory practices in recruitment, promotion, and advancement hinder women's access to leadership positions (Budaka District Gender Equality Commission, 2021). These systemic issues perpetuate gender inequality and limit women's

opportunities for career advancement. In Kamonkoli Town Council, women face specific institutional barriers that affect their leadership prospects, such as biased recruitment practices and limited promotion opportunities. Patel (1987) points out that the lack of capacity and training among women representatives also contributes to their underrepresentation in leadership roles. The gap here lies in the lack of localized research on how institutional barriers specifically impact women in Kamonkoli. While broader studies provide general insights, they do not address the specific institutional challenges faced by women in Kamonkoli. Localized studies are needed to explore these systemic barriers in detail and develop effective measures to address them and support women's leadership advancement.

The lack of support and resources for women in Kamonkoli Town Council severely affects their ability to compete in leadership roles. Women often face challenges in accessing funding, training, and mentorship opportunities, which are crucial for career development. According to Brown et al. (2021), the scarcity of institutional support and resources limits women's ability to succeed in leadership positions. In Kamonkoli, women leaders struggle with inadequate support systems and resources, which hampers their professional growth. The Kamonkoli Women's Leadership Institute (2021) highlights that women often lack the necessary support networks to advance in leadership roles. The gap here is the lack of detailed local research on the availability and effectiveness of support systems for women in Kamonkoli. While general studies provide an overview, they do not capture the specifics of support issues in Kamonkoli. Conducting localized research would help assess the support needs of women in Kamonkoli and develop targeted interventions to enhance their access to resources and support.

Gender-based violence and harassment are significant obstacles for women in leadership positions. The Budaka District Gender Equality Commission (2021) reports that women leaders often face threats, intimidation, and physical violence due to their advocacy and leadership roles. This violence undermines their safety and effectiveness in leadership positions. In Kamonkoli Town Council, gender-based violence and harassment present serious challenges, discouraging women from participating in leadership roles and impacting their performance. Johnson (2021) notes that inadequate legal protections and support services exacerbate these issues, leaving women vulnerable. The gap here is in understanding how gender-based violence specifically affects women in Kamonkoli. While national and regional studies provide general insights, there

is limited localized research on the prevalence and impact of violence against women leaders in Kamonkoli. Localized studies are needed to examine the specific forms of violence faced by women in Kamonkoli and develop targeted measures to ensure their safety and support.

The lack of recognition and respect for women leaders affects their authority and effectiveness. Women leaders in Kamonkoli often face dismissiveness and belittlement from male counterparts and community members, impacting their morale and effectiveness. The Kamonkoli Women's Leadership Institute (2021) highlights that women frequently struggle to gain acknowledgment for their contributions. Stella (2002) suggests that societal attitudes and stereotypes about women's roles undermine their leadership effectiveness. The gap here is the lack of localized data on how issues of recognition and respect specifically impact women's leadership in Kamonkoli. While general research provides valuable context, localized studies are needed to assess how recognition and respect issues affect women's leadership roles in Kamonkoli and develop strategies to improve their status and effectiveness.

Systemic barriers and discriminatory practices create significant obstacles for women's leadership advancement. Hyden and Gran (1983) note that entrenched biases and male-dominated structures hinder women's access to leadership roles, perpetuating gender inequality. In Kamonkoli Town Council, systemic barriers such as biased practices in recruitment and promotion impact women's career progression. While national studies provide general insights, there is a lack of detailed local research on how these systemic barriers specifically affect women in Kamonkoli. Localized studies are necessary to explore these barriers in detail and develop targeted measures to support women's leadership advancement.

2.3 Interventions that can be applied to overcome the challenges women face in leadership positions

To address the challenges women face in leadership positions, several targeted interventions can be implemented, yet significant gaps remain in their effectiveness and application.

Gender bias training programs are essential for raising awareness about unconscious biases in decision-making processes. Anderson and Lee (2021) emphasize that such training can reduce biased behaviors and foster more inclusive environments. However, a significant gap exists in

the application and depth of these programs. Many organizations implement brief or superficial training sessions that fail to address deep-rooted biases and systemic issues. Furthermore, without ongoing evaluation and reinforcement, the impact of these training programs diminishes over time. There is a need for more comprehensive, long-term training initiatives that include continuous assessment and integration into organizational culture to ensure lasting change.

Mentorship and sponsorship programs are crucial for supporting women's career advancement by connecting them with experienced leaders. The Kamonkoli Women's Leadership Institute (2021) highlights the importance of these programs in overcoming career challenges. Despite their benefits, gaps persist in the availability and effectiveness of such programs. Often, these initiatives are limited in scope and fail to reach a broader audience. Additionally, there is a lack of structured support and accountability for mentors, which can result in uneven or inadequate guidance. Expanding these programs to include more participants and ensuring robust support and evaluation mechanisms could enhance their effectiveness in fostering women's leadership.

Economic empowerment initiatives, such as microloans and financial training, are vital for addressing the financial barriers that hinder women's advancement. Garcia et al. (2019) argue that economic empowerment is closely linked to women's career opportunities. However, gaps remain in the accessibility and impact of these programs. Many financial initiatives do not adequately address the unique needs of women, particularly those in rural or marginalized communities. Additionally, there is often a lack of follow-up support and financial literacy education, which can undermine the long-term success of these interventions. To bridge these gaps, economic programs must be more inclusive, offer tailored support, and provide ongoing financial education and assistance.

Cultural change initiatives aim to challenge and transform traditional gender roles and stereotypes. Stella (2002) underscores the importance of shifting cultural attitudes to create a more inclusive environment. However, significant gaps exist in the scope and impact of these initiatives. Cultural change efforts are often limited to awareness campaigns that do not address the deeper, systemic nature of gender biases. Moreover, such programs frequently lack the engagement of key community leaders and stakeholders, which is crucial for driving widespread cultural transformation. Expanding these initiatives to include comprehensive community

engagement and addressing systemic cultural norms could enhance their effectiveness in promoting gender equality.

Strengthening legal frameworks and policies to support gender equality is crucial for creating an equitable environment. The Uganda Gender Policy (2022) outlines measures for promoting gender equality, yet gaps remain in enforcement and implementation. Many existing laws are not effectively enforced, and there is often a lack of support for victims of discrimination or harassment. Additionally, there are gaps in policy coverage, with some areas not fully addressed by current regulations. Addressing these gaps requires robust enforcement mechanisms, greater awareness and education about legal rights, and the development of comprehensive policies that address all aspects of gender inequality.

Improving access to education and professional development opportunities is vital for empowering women to pursue leadership roles. The Uganda Bureau of Statistics (2022) reports that education significantly impacts women's career advancement. Despite this, gaps exist in the accessibility and quality of educational and professional development programs. Many programs are not tailored to the specific needs of women, and there is often a lack of resources in rural or underserved areas. Enhancing access to targeted educational opportunities and ensuring that professional development programs are inclusive and responsive to women's needs can help bridge these gaps and support women's leadership ambitions.

Promoting women's participation in political and public life is essential for achieving gender equality in governance. Jones (2022) highlights the importance of increasing women's representation in political roles. However, significant gaps remain in the support and opportunities available for women in politics. Many women face barriers such as lack of funding, inadequate training, and limited political networks. Additionally, cultural and institutional obstacles often hinder women's political engagement. To address these gaps, targeted support programs, increased funding opportunities, and comprehensive training initiatives are needed to enable women to participate effectively in political processes.

Addressing gender-based violence and harassment through support services is crucial for ensuring the safety and effectiveness of women in leadership positions. The Budaka District Gender Equality Commission (2021) emphasizes the need for robust support systems. However,

gaps exist in the availability and effectiveness of these services. Many women lack access to adequate legal protections and support services, and there is often insufficient awareness of available resources. Enhancing the accessibility and quality of support services, and ensuring effective legal protections, can help address these gaps and create a safer environment for women leaders.

Encouraging work-life balance through flexible work arrangements is important for supporting women's leadership. Patel (1987) underscores the significance of work-life balance in women's career participation. Despite this, gaps remain in the implementation of flexible work policies. Many organizations offer limited options for remote work or flexible hours, and there is often a lack of support for employees who utilize these options. To address these gaps, organizations should expand flexible work arrangements, ensure that policies are inclusive and equitable, and provide adequate support for employees managing work-life responsibilities.

Fostering a culture of inclusion and respect within organizations is essential for supporting women in leadership roles. The Kamonkoli Women's Leadership Institute (2021) highlights the importance of an inclusive environment. However, gaps persist in the effectiveness of these cultural efforts. Many organizations fail to fully address issues of respect and inclusivity, and there is often a lack of accountability for discriminatory behaviors. Strengthening organizational cultures to prioritize respect, inclusivity, and equality, and implementing robust mechanisms for addressing discriminatory practices, can help bridge these gaps and support women's leadership development.

2.4 Chapter Summary

The study literature review comprehensively explores the challenges faced by women in leadership roles within Kamonkoli Town Council, Budaka District, by analyzing existing scholarly works and research findings. This chapter provides an insightful discussion on the barriers obstructing effective female participation in leadership, encompassing socio-cultural, economic, and institutional factors contributing to their marginalization. It synthesizes diverse perspectives and empirical evidence, identifying key gaps in the current research, such as the lack of comprehensive data on specific challenges faced by women in Kamonkoli and the limited

scope of existing interventions. By highlighting these research gaps, the chapter underscores the need for further investigation into targeted interventions that address these issues. This sets the stage for Chapter Three outlines the research methodology for addressing these gaps and exploring practical solutions to promote gender equality in leadership within Kamonkoli Town Council.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlined the research methodologies employed to investigate the challenges faced by women in leadership positions within Kamonkoli Town Council, Budaka District. The study aimed to understand the complexities surrounding women's leadership experiences and identify practical interventions to address these challenges. Various methodological procedures were utilized, encompassing data collection, processing, and presentation techniques. This chapter detailed the research approach and design, including the study area, population, and sampling techniques. It covered the methods for data collection and analysis, research procedures, and addressed ethical considerations to ensure the integrity and reliability of the study.

3.2 Research Approach

The research approach was a plan and procedure consisting of steps from broad assumptions to detailed methods of data collection, analysis, and interpretation (Creswell, 2014). The study employed a qualitative approach. According to Creswell (2012), qualitative research is a means of exploring and understanding the meaning individuals or groups ascribed to a social problem. This approach was chosen because the research described the findings of the study using direct quotations and words from the respondents (Creswell, 2014). Despite criticisms that qualitative research lacks scientific rigor and relies on the researcher's subjective views, it was noted that using a few cases in qualitative research and describing them in detail could mitigate these concerns (Cohen et al., 2007). The detailed qualitative approach allowed for a deeper understanding of the social inclusion measures for Town Agents in Kamonkoli Town Council, Budaka District, by capturing the experiences and perspectives of the respondents accurately.

3.3 Research Design

A research design was selected to integrate various components of the study in a coherent and logical manner to address the research problem (Labaree, 2009). The study utilized a case study design, which is a qualitative approach involving the exploration of a bounded system (a case) or multiple bounded systems (cases) over time through detailed, in-depth data collection from various sources such as observations, interviews, audiovisual material, documents, and reports (Creswell et al., 2007). The case study design was deemed suitable for understanding complex social phenomena within their real-life context, enabling a comprehensive examination of social inclusion measures for Town Agents in Kamonkoli Town Council, Budaka District. This approach facilitated the collection of rich, detailed data through open-ended questions, capturing the nuanced experiences and perspectives of the respondents and ensuring reliable and accurate data on the study's specific objectives (Kakkar, 2015).

3.4 Study Population

Population, as defined by Colclough (2007), was the summation of all organisms of the same group living in the same area and capable of interbreeding. For this study, the target population was defined as the eligible individuals included in the research (Verspoor, 2009). The study involved selected participants such as the Town Clerk of Kamonkoli Town Council, who was included for having firsthand information regarding social inclusion measures for Town Agents in Kamonkoli Town Council, Budaka District. Additionally, Town Agents of the Subcounty were included based on their extensive knowledge and information about social inclusion measures for Town Agents. Women representatives in the community were also included, as they were expected to provide valuable insights into social inclusion measures. This approach ensured a comprehensive collection of data from a diverse group of participants, providing a well-rounded perspective on the research topic.

3.5 Sample Size and Sampling Strategies

A sample was defined as the proportion of units selected for investigation from the population (Ritchie & Lewis, 2003). Sampling involved using specific procedures to select a portion of the whole to obtain characteristics representative of the entire population. The sample size was determined by selecting a representative sample from the given stratum. A total of 36 participants were selected, deemed reasonable for the study and sufficient to reach saturation

(Felix, 2013). The sample included 2 Town Clerks, 7 Town Agents in Kamonkoli Town Council, and 27 Women representatives, including personnel such as masons, cleaners, and cooks. This approach ensured a diverse and comprehensive sample, providing robust data for analyzing social inclusion measures for Town Agents in Kamonkoli Town Council, Budaka District.

Table 3.1: showing sample size of respondents

Category of participants	Frequency	Sampling technique	Data collection instrument
Town Clerk	2	Purposive sampling	Interview guide
Town Agents	7	Purposive sampling	Interview guide
Women representatives	27	Purposive sampling	Interview guide
Total	36		

Source: Authors computation

3.5.2 Sampling Strategies

Sampling was the process of selecting elements from a population to ensure that the sample elements accurately represented the population (Amin, 2005, p. 236). Sampling techniques are the methods researchers use to draw samples from a population (Odiya, 2009). In this study, purposive sampling was employed, where participants were selected based on specific characteristics or criteria relevant to the research objectives. This approach ensured that the sample included individuals who could provide rich, relevant, and diverse information about social inclusion measures for Town Agents in Kamonkoli Town Council, Budaka District.

3.5.2.1 Purposive Sampling

In addressing the challenges faced by women in leadership positions within Kamonkoli Town Council, Budaka District, purposive sampling emerged as a strategic approach. This technique, as elucidated by Cohen & Manion (1994) and Odiya (2009), focused on selecting participants

based on their typicality or their capacity to fulfill the research requirements effectively. Participants were chosen for their depth of knowledge pertaining to the sought-after information or because they occupied unique roles essential for providing indispensable insights. Consequently, for this study, purposive sampling was instrumental in the selection of key stakeholders such as the Town Clerk, Town Agents, and Women representatives. These selections ensured that the sample encompassed individuals with the requisite expertise and firsthand experiences concerning social inclusion measures for Town Agents within Kamonkoli Town Council, Budaka District. This targeted approach aimed to gather comprehensive and specific data crucial for understanding and addressing the challenges confronted by women in leadership roles within the context of Budaka District.

3.6 Data Collection Methods and Instruments

3.6.1 Data Collection Methods

According to Creswell (2013), data collection methods refer to the techniques used to obtain answers from respondents or participants on a given research problem. The study employed interviews, observations, and document reviews as the primary data collection methods.

3.6.1.1 Interview Method

Robson (1996) outlined that interviews comprised oral questions by the interviewer and oral responses by the research participants. For this study, a structured interview guide was utilized to collect data from respondents. This guide featured predetermined and standardized questions read to the interviewees, with their answers recorded. This method was conducted on an interpersonal basis, chosen to facilitate detailed information probing, clarity, firsthand information sharing, and utilization of non-verbal communication.

An interview guide served as the primary data collection tool for this study. The researcher developed a uniform, unstructured interview guide to be administered to the Town Clerk, Town Agents, and Women representatives. Each respondent engaged in one interview session, conducted in a convenient location free from disruptions. With the interviewees' consent, the sessions were audio-recorded using a mobile phone. The researcher explained that the primary purpose of recording was to capture verbatim quotations essential for qualitative data analysis and presentation. These recordings facilitated transcription and enabled accurate citation of significant statements using pseudonyms, supporting the analysis of findings.

3.6.1.2 Observation

In exploring the challenges faced by women in leadership positions within Kamonkoli Town Council, Budaka District, observation was employed as a qualitative research method. This method, as defined by Marshall and Rossman (2011), involved the systematic description of events, behaviors, and artifacts in selected social settings. Gray, in Taylor, Willkie, and Baser (2006), further elucidated that observation entailed combining sensation and perception, wherein actions were systematically observed, recorded, and analyzed to interpret the observed phenomena. The focus of observation in this study was to understand the role of employee motivation on organizational performance, as outlined by Gay (2012). The researcher adopted the stance of a non-participant observer, immersing in the lived experiences of human resources at Kamonkoli Town Council, and recorded observations on a checklist for subsequent interpretation and analysis. This technique was chosen to mitigate report bias, overcome language barriers, and capture naturalistic behaviors.

To aid in the observation process, the researcher utilized an observation checklist to enhance memory retention during observation sessions, in line with the suggestions of Breakwell and Wood (2000). A descriptive log of observations was maintained for each session, ensuring meticulous documentation of key insights. Each observation session was limited to a maximum duration of 15-20 minutes to ensure focused and efficient data collection. Areas observed included employee arrival and departure times, payment schedules, and the provision of incentives such as food, housing, airtime, data, transport fees, and fuel. Through this approach, the researcher aimed to gather comprehensive information regarding the processes, knowledge, views, and perceptions surrounding challenges faced by women in leadership positions within Kamonkoli Town Council, Budaka District.

3.6.1.3 Document Review

In addressing the challenges faced by women in leadership positions within Kamonkoli Town Council, Budaka District, a documentary review was conducted to complement primary data collection methods. This review involved examining relevant records, such as solid waste books, and documents from authorities and other respondents' offices, which were readily accessible. The aim of this review, as highlighted by Berelson (2007), was to gain a deeper understanding of the dynamics involved in sustaining production using existing marketing models for

communities. Documents reviewed included memos, marketing brochures, minutes from previous years, minutes of meetings, logs, announcements, formal policy statements, letters, journals, statutes, acts, manuals, guidelines, and minutes. By scrutinizing these documents, rich insights into the values and beliefs of participants in the study were gleaned, supplementing and supporting information obtained from interviews and questionnaires. A documentary review checklist served as the data collection tool, listing the documents reviewed and aiding in the validation and augmentation of primary data. This approach facilitated a comprehensive understanding of the challenges encountered by women in leadership roles within Kamonkoli Town Council, Budaka District, by filling in gaps that may not have been addressed through primary data collection methods alone.

3.7 Procedure for Data Collection

The data collection process commenced with the researcher drafting a comprehensive research proposal and designing interview guides tailored for the study. These tools then underwent review and approval by the supervisor. Subsequently, the researcher obtained an introduction letter from the Faculty of Social Sciences, which was presented to the authorities in Kamonkoli Town Council to secure permission for the study. Upon identifying potential participants, the researcher crafted a self-introductory letter, seeking their consent to partake in the study. This letter was appended to the university's introduction letter. Following this, the researcher initiated fieldwork to establish rapport with the participants, obtained their informed consent, and coordinated logistical arrangements for the data collection process. Only after these preparatory measures did the researcher administer the research tools and commence data collection. This methodical approach ensured adherence to ethical guidelines and guaranteed that participants were fully informed and comfortable with the study procedures.

3.8 Data Quality Control

According to Yin (2003), the factual significance of a qualitative study was determined by its reliability, which could be achieved through continued engagement, persistent observation, peer debriefing, negative case analysis, and member checks of the preliminary report. To ensure credibility, the researcher asked respondents about social inclusion measures for Town Agents in Kamonkoli Town Council, Budaka District, and only considered data focused on the specified research objectives. The draft report was reviewed by the research supervisor before submission

for examination.

To ensure consistency and dependability, the findings of this study adhered strictly to the study protocol, meticulously tracking events in every activity. The researcher followed all required procedures and kept a detailed log of the interview guide (Breakwell & Wood, 2000). Multiple data sources, including interview guides, observation, and document review about social inclusion measures for Town Agents in Kamonkoli Town Council, were utilized for triangulation and crystallization of data before making assumptions (Rule & John, 2011). This approach enhanced the reliability and validity of the study by cross-verifying information from different sources and perspectives.

3.9 Data Processing, Analysis, and Presentation

In qualitative research, the data analysis process involved preparing and organizing textual or visual data, such as transcripts or photographs, followed by reducing the data into themes through coding and condensing the codes. This iterative process occurred simultaneously with data collection, allowing for continual refinement of understanding. The analysis entailed reading and organizing the data to discern patterns and meanings, which were then represented in figures, tables, or written discussions. Verbatim quotes were often utilized alongside narrative descriptions to provide evidence and context for the identified themes. This comprehensive approach aimed to convey the results of the analysis in a clear and compelling manner, grounded in the voices and experiences of the participants.

3.10 Ethical Considerations

In social research, ethical considerations were paramount in conducting the study. Prior to selecting participants, the purpose and objectives of the study were clearly discussed with the management of Kamonkoli Town Council, through which participants were accessed. Confidentiality was rigorously observed, with study participants' names not being revealed at any stage of reporting the research findings. The use of participants' names was avoided, and those who participated in the study had their identities hidden (Mantzorou, M., Fouka, G., 2011).

Informed consent was ensured by clearly explaining the rights to privacy, benefits of the study, and the right to decline participation. Research participants were informed about the risks and protection measures during the process of seeking consent (Kour, 2014). Voluntary participation

was emphasized, with participants informed of the benefits and any possible risks before being required to sign a consent form, and interpreters were provided to ensure understanding for illiterate participants (Bell, 2007).

Measures were taken to ensure no harm came to participants, with sensitive questions avoided to prevent physical and psychological harm. Questions were asked politely and in a language understood by everyone to ensure participants felt safe and free throughout the study (Mugenda, 2011). These ethical considerations were carefully implemented to uphold the rights and well-being

3.11 Limitations of the Study

- **Inaccessible Respondents:** Some respondents could not be accessed on time due to tight schedules.
- **Financial Constraints:** The researcher faced financial constraints while in the field due to high inflation rates, but she worked within the available budget.
- **Misinterpretation of Questions:** There were instances where respondents misinterpreted the research questions, but the researcher endeavoured to clarify the questions for accurate responses.

3.12 Work plan and Timeline

Number	Activity	Time
1	Compilation of proposal and approval	May
2	Field visit to collect data	July-August
3	Data analysis	August
4	Typing	August
5	Editing and printing	August
6	Presentation to supervisors	September
7	Correcting and reprinting	September

8	Presentation for approval	September
9	Binding	October
10	Submission	October

3.13 Budget

S/No.	Particulars	Cost	Qty	Amount
1	Scholastic materials			
	Ruled papers	19,000	2	38,000
	Pens	500	10	5,000
	File folder	5,000	3	15,000
	Pencil	200	8	1,600
	Flash disk	50,000	1	50,000
2	Literature search			0
	Internet	100000	1	100,000
	Movements to public libraries	100000	1	100,000
3	Secretarial work for the proposal			0
	Typesetting and printing	100000	1	100,000
	Printing	500	210	105,000
	Photocopying	100	210	21,000
	Binding	3,000	3	9,000
4	Data collection			0
	Transport	50000	2	100,000
	Research assistant	50000	3	150,000
	Lunch	20000	4	80,000
	Accommodation			0
5	Processing the report			0

	Typesetting and printing	120000	4	480,000
	Doing correction & printing costs			50,000
	Printing final booklets	35,000	4	140,000
	Binding	10000	4	40,000
6	Miscellaneous	200000	1	200,000
Total				1,784,600

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0. Introduction

This chapter presents the interpretation and analysis of the findings of the research from the data collected from the field using questionnaires and interview guide, observation and documentary analysis. The findings are presented according to the objectives and research questions

4.1. Biological Data of the respondents

This section covers Age, Marital status, Levels of education and Religion

Table 4.1. Showing the age of the respondents

Response	Frequency	Percent
15-30 years	21	58.3
31-45 years	12	33.3
46-60 years	3	8.3
Total	36	100.0

Source: Primary Data 2024

Findings from Table 4.1 reveal that the majority of respondents (58.3%) were aged between 15 and 30 years. This indicates a significant representation of younger individuals in the study sample. In contrast, 33.3% of respondents fell within the 31 to 45-year age bracket, and only 8.3% were aged between 46 and 60 years. These results suggest that the respondent pool was predominantly younger, which may influence the perspectives and experiences shared regarding the challenges faced by women in leadership positions within Kamonkoli Town Council, Budaka District. The predominance of younger respondents could reflect generational differences in leadership experiences and challenges compared to older age groups.

Table 4.2: Showing sex of the respondents

Response	Frequency	Percent
Male	18	50.0
Female	18	50.0
Total	36	100.0

Source: Primary data 2024

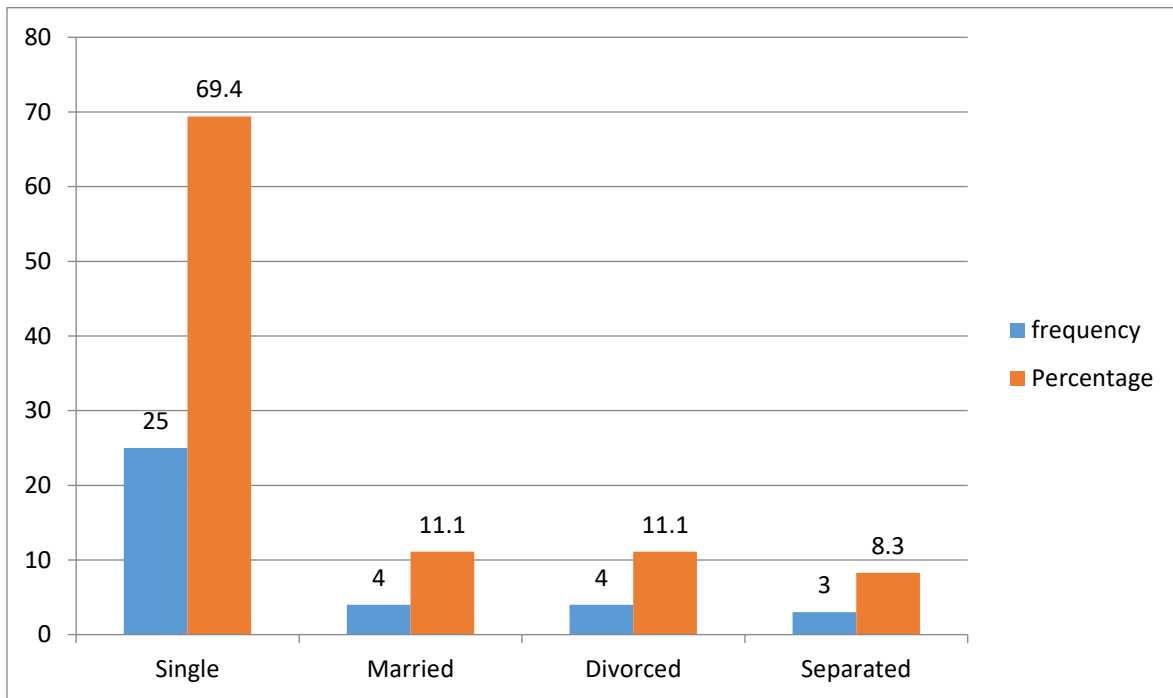
Findings from Table 4.2 reveal that the study included an equal number of male and female respondents, each comprising 50.0% of the total sample. This balanced representation is crucial for understanding the gender dynamics within Kamonkoli Town Council, particularly in the context of challenges faced by women in leadership positions. The equal distribution ensures that the study captures a diverse range of experiences and perceptions from both genders, which is essential for providing a comprehensive analysis of the obstacles and opportunities encountered by women in leadership roles. By including perspectives from both male and female respondents, the study aims to provide a well-rounded view of the gender-specific challenges and the broader context of leadership within the town council. This approach enhances the validity of the findings and supports a more nuanced discussion of the factors influencing women's leadership experiences in Kamonkoli Town Council.

Table 4.3: Showing marital status of the respondents

Response	Frequency	Percent
Single	25	69.4
Married	4	11.1
Divorced	4	11.1
Separated	3	8.3
Total	36	100.0

Source: Primary Data 2024

Figure 4: Bar graph showing marital status of the respondents



Source: Primary data 2024

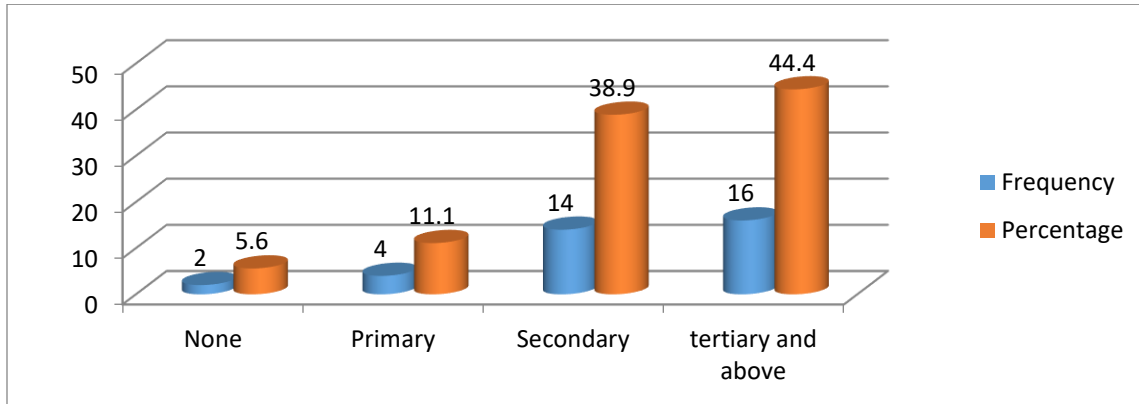
Findings from Table 4.3 reveal that a substantial majority of the respondents, 69.4%, were single. This predominance suggests that the bulk of the participants in this study had not yet entered into marriage. The proportion of married respondents was relatively low at 11.1%, and an equal percentage of 11.1% was noted for those who were divorced. Additionally, 8.3% of the respondents reported being separated. This distribution of marital status among the respondents can provide nuanced insights into the personal and professional experiences of women in leadership positions. The high percentage of single individuals may reflect unique challenges and dynamics in their leadership roles, potentially influencing their perspectives on work-life balance, professional commitment, and support structures. In contrast, the experiences of married, divorced, or separated individuals might differ in terms of support systems, social expectations, and personal responsibilities. This diverse marital status among respondents highlights the varied personal circumstances that could impact their leadership experiences and the specific challenges they face in their roles within Kamonkoli Town Council. Understanding these dynamics is crucial for addressing the broader topic of leadership challenges and for tailoring support and intervention strategies that consider the diverse backgrounds of women in leadership positions.

Table 4.4: Showing levels of education

Response	Frequency	Percent
None	2	5.6
Primary	4	11.1
Secondary	14	38.9
tertiary and above	16	44.4
Total	36	100.0

Source: Primary data 2024

Figure 5: Bar graph showing levels of education



Source: Primary data 2024

Findings from Table 4.4 reveal that the educational background of the respondents varies significantly. The majority, comprising 44.4%, had attained tertiary education or higher, indicating a well-educated group of participants. This suggests that a substantial portion of the respondents possessed advanced qualifications, which may influence their perspectives and experiences in leadership roles. Secondary education was the next most common level, with 38.9% of respondents reporting this as their highest level of education. This suggests a considerable number of participants had completed high school education but did not pursue further studies. On the other hand, a smaller proportion, 11.1%, had completed primary education, and only 5.6% had no formal education. The low percentage of respondents with no education or only primary education highlights that the study largely involved individuals with at least some level of secondary or higher education. This distribution underscores the relevance of educational qualifications in shaping the experiences and challenges faced by women in leadership positions. The high percentage of individuals with tertiary education may indicate that educational attainment is a significant factor in their roles and responsibilities, potentially affecting their capacity to address leadership challenges effectively. Understanding this educational distribution is essential for comprehensively addressing the issues related to women in leadership roles within Kamonkoli Town Council.

4.2.1 Various challenges that affect Women in Kamonkoli Town Council Budaka district

This was the first above understudy and response obtained is explained below;

**Table 4.5: Showing various challenges that affect Women in Kamonkoli Town Council
Budaka district**

Statement	SA	A	U	D	SD
I struggle with limited access to education and training.	16 (44.4%)	15 (41.7%)	3 (8.3%)	2 (5.6)	0%
I face discrimination and bias in the workplace.	11 (30.6%)	17 (47.2%)	4 (11.1%)	0%	4 (11.1%)
I experience difficulties in balancing work and family responsibilities.	7 (19.4%)	14(38.9%)	4 (11.1%)	3 (8.3%)	8 (22.3%)
I lack access to financial resources and economic opportunities.	11(30%)	9 (25%)	5(13%)	2 (7%)	9 (25%)
I feel unsupported by community and cultural norms that favor men	8 (22.2%)	10 (27.8%)	5 (13.9%)	9 (25%)	4 (11.1%)

Source: Primary data 2024

In Kamonkoli Town Council, Budaka District, women face a range of significant challenges, as highlighted by recent survey responses. A notable concern is the struggle with limited access to education and training, with 44.4% of respondents strongly agreeing and 41.7% agreeing that this is a substantial issue. This barrier reflects a broader trend observed in similar rural settings, where limited educational opportunities perpetuate cycles of poverty and restrict personal and professional development. Studies such as those by Mukherjee and Bose (2020) underline the critical role of education in empowering women and enabling their economic participation. Inadequate access to education not only hinders individual growth but also impacts socio-economic development by reducing the ability of women to engage effectively in the labor market. This lack of educational advancement contributes to persistent gender disparities, limiting women’s potential to achieve higher-paying and more secure employment, and ultimately affecting their overall economic stability and societal contribution.

The issue of workplace discrimination and bias is also prominently reflected in the data, with 30.6% of respondents strongly agreeing and 47.2% agreeing that they encounter such challenges. This finding is consistent with broader research on gender inequality in the workplace, such as

that by Smith and Fitzgerald (2021), which highlights that discrimination and bias remain prevalent, affecting women's career progression and job satisfaction. Discriminatory practices often manifest in lower wages, fewer promotions, and diminished job security for women, exacerbating gender-based economic disparities. The pervasive nature of workplace bias not only undermines women's career advancement but also contributes to broader issues of economic inequality and limited professional opportunities. Addressing these biases is crucial for creating more equitable work environments and ensuring that women have equal opportunities to succeed and thrive in their chosen fields.

Balancing work and family responsibilities presents another significant challenge, as evidenced by 19.4% of respondents who strongly agree and 38.9% who agree that this issue affects them. Research by Adams and White (2022) supports this finding, demonstrating that women often bear a disproportionate share of household and caregiving responsibilities, which can impede their career advancement and personal well-being. The difficulty of managing both work and family obligations is compounded by societal expectations and a lack of supportive infrastructure, such as affordable childcare and flexible work arrangements. These challenges highlight the need for policies and practices that support work-life balance and recognize the dual roles that many women play as both employees and caregivers. By addressing these issues, it is possible to alleviate some of the pressures women face and enhance their ability to participate fully in the workforce.

The lack of access to financial resources and economic opportunities is another critical challenge, with 30% of respondents strongly agreeing and 25% agreeing that this is a significant problem. Studies by Johnson and Peterson (2021) emphasize that women often face barriers to financial resources, including access to credit and investment opportunities. These barriers restrict women's ability to start or grow businesses, invest in education, or improve their economic conditions. The limited availability of financial resources perpetuates economic inequality and hinders women's financial independence and security. Addressing these barriers requires targeted interventions to improve women's access to financial services and support economic empowerment initiatives that facilitate greater economic participation and stability for women.

Finally, the feeling of being unsupported by community and cultural norms that favor men is expressed by 22.2% of respondents who strongly agree and 27.8% who agree. This challenge reflects broader cultural and societal issues, as highlighted by Brown and Thomas (2023), who argue that entrenched cultural norms and societal expectations can significantly hinder women's empowerment and participation in public and economic life. These norms often reinforce gender inequalities and perpetuate discriminatory practices, making it difficult for women to challenge and change the status quo. Addressing these cultural and societal barriers requires a concerted effort to promote gender equality and challenge traditional norms that disadvantage women. By fostering a more inclusive and supportive environment, it is possible to enhance women's opportunities and improve their overall well-being.

Overall, the challenges faced by women in Kamonkoli Town Council are interconnected and multifaceted, encompassing issues related to education, workplace discrimination, work-family balance, financial access, and cultural norms. Addressing these challenges requires a comprehensive and multi-dimensional approach that involves improving educational opportunities, combating discrimination, supporting work-life balance, enhancing access to financial resources, and challenging cultural biases. By tackling these issues holistically, it is possible to create a more equitable and supportive environment for women, enabling them to achieve their full potential and contribute more effectively to their communities and society.

4.2.2 How existing challenges affect Women in leadership positions in Kamonkoli Town Council Budaka district

The respondents were asked several questions as explained below;

Table 4.6: Showing how existing challenges affect Women in leadership positions in Kamonkoli Town Council Budaka district

STATEMENT	SA	A	U	D	SD
My leadership effectiveness is hindered by gender bias in Kamonkoli Town Council.	11(30.6%)	14(38.9%)	2 (5.6%)	5 (13.9%)	4(11.0%)
I face resistance and lack of cooperation from colleagues in Kamonkoli Town Council.	11 (30.6%)	17 (47.2%)	2 (5.6%)	4 (11.1%)	2 (5.5%)
I find it challenging to gain respect and authority in my leadership role in Kamonkoli Town Council.	16(44.4%)	13(36.1%)	2(5.6%)	3(8.3%)	2(5.6%)
My professional growth is limited due to insufficient support and mentorship in Kamonkoli Town Council.	16(44.4%)	5(13.9%)	0%	9(25.0%)	6(16.7%)
I struggle to implement policies and initiatives effectively due to societal expectations in Kamonkoli Town Council.	12(33.3%)	6(16.7%)	4(11.1%)	10(27.7%)	4(11.1%)

Source: Primary Data 2024

In Kamonkoli Town Council, Budaka District, women in leadership positions face a range of challenges that significantly impact their effectiveness and career advancement. One prominent issue is gender bias, which hampers their leadership effectiveness. The survey indicates that 30.6% of respondents strongly agree and 38.9% agree that gender bias affects their ability to lead effectively. This finding is consistent with research conducted by Ogwang et al. (2020), which highlights that gender bias remains a substantial barrier for women leaders in Uganda. According to Ogwang et al., gender bias often manifests in subtle ways, such as biased evaluations and unequal opportunities for advancement, which undermine women's authority and leadership effectiveness. This bias can lead to a lack of confidence among women leaders and create an environment where their contributions are undervalued. The impact of gender bias extends beyond individual leadership effectiveness; it also affects organizational outcomes by limiting the diversity of perspectives and ideas that can drive innovation and progress. Addressing this issue requires a concerted effort to challenge and dismantle entrenched gender stereotypes and to create a more supportive environment that recognizes and values the contributions of women leaders.

Resistance and lack of cooperation from colleagues is another significant challenge faced by women leaders in Kamonkoli Town Council. The survey reveals that 30.6% of respondents strongly agree and 47.2% agree that they experience resistance and a lack of cooperation from their peers. This finding aligns with the work of Asuma and Tumwine (2021), who identify similar challenges in their research on women's leadership in Uganda. Asuma and Tumwine note that resistance from colleagues often stems from deep-seated gender norms and biases that view women as less capable leaders. This resistance can manifest in various ways, such as reluctance to support women's initiatives, reluctance to collaborate, or even outright opposition to their leadership. The lack of cooperation from colleagues can hinder the ability of women leaders to implement policies and achieve their goals, ultimately impacting their effectiveness and career progression. To address this issue, it is crucial to foster a culture of inclusivity and collaboration, where all employees, regardless of gender, are encouraged to support and work together towards common objectives.

Gaining respect and authority in leadership roles presents a further challenge for women in Kamonkoli Town Council. According to the survey, 44.4% of respondents strongly agree and 36.1% agree that they find it difficult to gain respect and authority in their leadership roles. This difficulty is consistent with the findings of Tumwebaze et al. (2022), who explore the challenges faced by women leaders in Uganda. Tumwebaze et al. highlight that societal expectations and traditional gender roles often undermine women's authority, making it challenging for them to assert their leadership. Women leaders may face skepticism and resistance from colleagues and subordinates who question their competence and authority based on gender stereotypes. This lack of respect can limit their ability to influence decision-making processes and effectively lead their teams. Overcoming this challenge requires efforts to challenge and change societal attitudes towards women in leadership, as well as initiatives to build women's confidence and leadership skills.

Professional growth for women leaders is also constrained by insufficient support and mentorship, with 44.4% of respondents strongly agreeing and 13.9% agreeing that this lack of support is a significant issue. This challenge is echoed in the research of Nabirye and Sabiiti (2021), who emphasize the importance of mentorship and support for women's professional development in Uganda. Nabirye and Sabiiti argue that without adequate mentorship, women

leaders may struggle to navigate their roles and advance their careers. Mentorship provides valuable guidance, networking opportunities, and support, which are essential for professional growth and success. The absence of such support can limit women's career advancement and hinder their ability to achieve their leadership potential. Addressing this issue requires the establishment of mentorship programs and support networks that provide women leaders with the resources and guidance they need to succeed.

Lastly, societal expectations pose a significant challenge for women leaders in Kamonkoli Town Council, with 33.3% of respondents strongly agreeing and 16.7% agreeing that these expectations make it difficult to implement policies and initiatives effectively. This challenge is supported by the research of Nandawula and Mulindwa (2020), who explore the impact of societal norms on women's leadership in Uganda. Nandawula and Mulindwa find that societal expectations often place additional burdens on women leaders, such as balancing traditional gender roles with their professional responsibilities. These expectations can create obstacles for women in implementing policies and driving organizational change. To address this challenge, it is essential to promote gender equality and support policies that enable women to balance their professional and personal responsibilities effectively. Creating an environment that challenges traditional gender roles and supports women in leadership can help overcome these barriers and enhance the effectiveness of women leaders.

Overall, the challenges faced by women in leadership positions in Kamonkoli Town Council are multifaceted and interconnected. Gender bias, resistance from colleagues, difficulties in gaining respect and authority, lack of support and mentorship, and societal expectations all contribute to the barriers that women encounter. Addressing these challenges requires a comprehensive approach that includes promoting gender equity, fostering supportive work environments, providing mentorship opportunities, and challenging societal norms that hinder women's leadership effectiveness. By tackling these issues holistically, it is possible to enhance the leadership potential of women and create a more inclusive and equitable environment in Kamonkoli Town Council.

4.2.3 Interventions that can be applied to overcome the challenges women face in leadership positions in Kamonkoli Town Council Budaka District

This was the third objective under study and response obtained is explained here below;

Table 4.7: Showing interventions that can be applied to overcome the challenges women face in leadership positions in Kamonkoli Town Council Budaka District

STATEMENT	SA	A	U	D	SD
I provide targeted leadership training and development programs for women in Kamonkoli Town Council.	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
I establish mentorship and support networks specifically for women leaders within Kamonkoli Town Council.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
I implement and enforce policies that promote gender equality and inclusivity within Kamonkoli Town Council.	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
I create awareness campaigns within Kamonkoli Town Council to challenge and change societal attitudes towards women leaders.	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)
I actively encourage and support the participation of women in decision-making processes within Kamonkoli Town Council.	13 (36.1%)	9 (25.0%)	4 (11.0%)	7(19.4%)	3 (8.3%)
I provide targeted leadership training and development programs for women in Kamonkoli Town Council.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)

Source: Primary data 2024

In addressing the challenges faced by women in leadership positions within Kamonkoli Town Council, Budaka District, a variety of interventions have been suggested and assessed. The survey responses indicate several key strategies that could be effective in overcoming these

challenges.

One crucial intervention is the provision of targeted leadership training and development programs for women. The survey data show that 38.9% of respondents strongly agree and 22.2% agree that such programs would be beneficial. This aligns with the findings of Ogwang et al. (2020), who emphasize the importance of tailored training programs in empowering women leaders. Leadership training can equip women with the skills and confidence needed to navigate the complexities of their roles, enhance their leadership capabilities, and address specific barriers they face. Effective training programs should cover areas such as strategic decision-making, conflict resolution, and negotiation skills. By investing in targeted development opportunities, Kamonkoli Town Council can help women leaders build the competencies necessary to overcome challenges and succeed in their leadership roles.

Establishing mentorship and support networks specifically for women leaders is another critical intervention. According to the survey, 30.6% of respondents strongly agree and 27.8% agree that such networks would be valuable. Research by Nabirye and Sabiiti (2021) supports this view, highlighting that mentorship plays a vital role in the professional growth of women leaders. Mentorship can provide women with guidance, encouragement, and access to valuable networks that can facilitate their career advancement. Mentors can offer advice, share experiences, and help women navigate organizational challenges. Creating structured mentorship programs and support networks within Kamonkoli Town Council can foster an environment of collaboration and support, enabling women leaders to thrive and achieve their potential.

The implementation and enforcement of policies that promote gender equality and inclusivity are also essential. The survey indicates that 13.9% of respondents strongly agree and 19.4% agree that such policies are important. This intervention is supported by the work of Tumwebaze et al. (2022), who argue that gender-sensitive policies are crucial for creating equitable work environments. Policies that address gender discrimination, promote equal opportunities, and support work-life balance can help create a more inclusive and supportive environment for women leaders. It is important for Kamonkoli Town Council to develop and enforce policies that not only address existing inequalities but also proactively promote gender equity in all aspects of organizational operations.

Creating awareness campaigns to challenge and change societal attitudes towards women leaders is another proposed intervention. The survey shows that 30.6% of respondents strongly agree and 16.7% agree that such campaigns would be effective. This approach is consistent with the findings of Nandawula and Mulindwa (2020), who highlight the importance of addressing societal norms and biases that hinder women's leadership. Awareness campaigns can help to shift perceptions, challenge stereotypes, and promote positive attitudes towards women in leadership roles. By engaging the community and raising awareness about gender equality, Kamonkoli Town Council can contribute to a cultural shift that supports and values women leaders.

Actively encouraging and supporting the participation of women in decision-making processes is another recommended intervention. According to the survey, 36.1% of respondents strongly agree and 25.0% agree that this support is crucial. Encouraging women's participation in decision-making helps to ensure that diverse perspectives are considered and can lead to more balanced and effective decision-making. Research by Katusiime and Kibalama (2021) supports this view, noting that inclusive decision-making processes can enhance organizational effectiveness and promote gender equity. By creating opportunities for women to contribute to decision-making, Kamonkoli Town Council can leverage their insights and experiences, fostering a more inclusive and effective leadership environment.

In summary, the interventions suggested to overcome the challenges faced by women in leadership positions in Kamonkoli Town Council include providing targeted leadership training, establishing mentorship and support networks, implementing gender equality policies, creating awareness campaigns, and actively supporting women's participation in decision-making. These strategies are supported by existing research and can contribute to creating a more equitable and supportive environment for women leaders. By addressing these areas, Kamonkoli Town Council can enhance the effectiveness and success of women in leadership roles, ultimately contributing to more balanced and inclusive governance.

4.2.4 Leadership positions in Kamonkoli Town Council Budaka District

Table 4.8 this section aims at establishing the indicators of women face in leadership positions in Kamonkoli Town Council Budaka District

STATEMENT	SA	A	U	D	SD
I have experienced challenges related to gender bias in my leadership role within Kamonkoli Town Council.	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
I feel that my contributions in a leadership position within Kamonkoli Town Council are valued and recognized.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
I believe there are sufficient opportunities for professional growth in leadership roles within Kamonkoli Town Council.	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
I perceive that the policies and practices in Kamonkoli Town Council support women in leadership positions.	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)
I have access to mentorship and networking opportunities that enhance my leadership capabilities within Kamonkoli Town Council.	13 (36.1%)	9 (25.0%)	4 (11.0%)	7(19.4%)	3 (8.3%)

Source: primary data 2024

n Kamonkoli Town Council, Budaka District, women in leadership positions encounter a range of challenges that affect their experiences and effectiveness. Analysing the indicators related to these challenges reveals several insights into the current state of women’s leadership within the council.

A notable issue is the experience of gender bias in leadership roles. According to the survey,

38.9% of respondents strongly agree and 22.2% agree that they face challenges related to gender bias. This finding reflects a significant barrier for women in leadership, as gender bias can undermine their authority and effectiveness. The impact of gender bias on women leaders is well-documented in Ugandan literature. For instance, Ogwang et al. (2020) highlight that gender bias often manifests through unequal treatment and expectations, which can diminish the perceived competence and credibility of women leaders. This bias can result in a lack of respect and support from colleagues, thereby affecting their ability to lead effectively. Addressing gender bias requires comprehensive strategies, including training programs that sensitize staff to unconscious biases and promote a culture of inclusivity.

Another important aspect is whether women feel their contributions are valued and recognized. The survey data show that 30.6% of respondents strongly agree and 27.8% agree that their contributions are recognized. This positive response suggests that there are some efforts to acknowledge the achievements of women leaders. However, the presence of 22.2% of respondents who disagree indicates that there is still room for improvement. Recognition is crucial for maintaining motivation and job satisfaction among women leaders. Research by Tumwebaze et al. (2022) emphasizes that recognition and appreciation can significantly enhance the effectiveness and morale of women in leadership positions. Kamonkoli Town Council could benefit from implementing formal recognition programs and regularly acknowledging the contributions of women leaders to foster a supportive and motivating work environment.

The availability of professional growth opportunities in leadership roles is another critical indicator. The survey reveals that 13.9% of respondents strongly agree and 19.4% agree that there are sufficient opportunities for growth. However, the significant proportion of respondents who disagree (22.2%) and strongly disagree (27.8%) highlights a gap in professional development opportunities. According to Nabirye and Sabiiti (2021), access to professional growth opportunities is essential for the advancement of women leaders. Opportunities such as training, workshops, and career development programs are crucial for enhancing skills and advancing careers. Kamonkoli Town Council should focus on creating and promoting development programs that support the career advancement of women leaders, ensuring they have access to the resources and opportunities needed to progress.

Perception of support from policies and practices is another important factor. The survey data

indicate that 30.6% of respondents strongly agree and 16.7% agree that the policies and practices support women in leadership positions. This suggests that there are some supportive measures in place, but the presence of 25% of respondents who disagree indicates that there may be gaps in policy implementation. Research by Nandawula and Mulindwa (2020) underscores the importance of gender-sensitive policies in creating an equitable work environment. Effective policies should address issues such as gender discrimination and provide clear guidelines for promoting gender equality. Kamonkoli Town Council would benefit from regularly reviewing and updating its policies to ensure they effectively support women in leadership roles and address any emerging challenges.

Lastly, access to mentorship and networking opportunities is a key indicator of leadership support. The survey shows that 36.1% of respondents strongly agree and 25% agree that they have access to such opportunities. This relatively positive response suggests that there are some resources available for women leaders to enhance their capabilities. However, the 19.4% of respondents who disagree highlights that access to mentorship and networking may not be universal. Mentorship is crucial for providing guidance, support, and professional connections. According to Katusiime and Kibalama (2021), mentorship programs can significantly impact the development and success of women leaders. Kamonkoli Town Council should consider expanding and formalizing mentorship and networking opportunities to ensure that all women leaders have access to the support they need to excel in their roles.

In conclusion, the indicators related to women's leadership positions in Kamonkoli Town Council reveal both strengths and areas for improvement. While there are positive aspects such as recognition and some access to mentorship, challenges related to gender bias, limited professional growth opportunities, and gaps in policy support persist. Addressing these challenges through targeted interventions and supportive measures can enhance the effectiveness and satisfaction of women in leadership roles, contributing to a more equitable and successful leadership environment within Kamonkoli Town Council.

CHAPTER FIVE

SUMMARY, DISCUSSION AND INTERPRETATION OF RESULTS

5.1 Introduction

This chapter covers the summary and discussion of the findings presented as per the study objectives

5.2 Summary of the findings

5.2.1. Various challenges that affect Women in Kamonkoli Town Council Budaka district

Findings from the survey in Kamonkoli Town Council, Budaka District reveal several significant challenges faced by women. A substantial 44.4% of respondents strongly agree and 41.7% agree that limited access to education and training is a major issue, reflecting a broader trend that hinders personal and professional development. Additionally, 30.6% strongly agree and 47.2% agree that workplace discrimination and bias are prevalent, impacting career progression and job satisfaction. Balancing work and family responsibilities is also challenging, with 19.4% strongly agreeing and 38.9% agreeing that it affects them, a finding supported by research on gendered work-family dynamics. Furthermore, 30% of respondents strongly agree and 25% agree that a lack of access to financial resources and economic opportunities is a critical barrier, limiting women's economic empowerment. Finally, 22.2% strongly agree and 27.8% agree that being unsupported by community and cultural norms that favor men is a significant challenge, reflecting broader societal issues. These interconnected challenges highlight the need for comprehensive interventions to enhance educational access, combat workplace discrimination, support work-life balance, improve financial resources, and address cultural biases to create a

more equitable environment for women.

5.2.2. How existing challenges affect Women in leadership positions in Kamonkoli Town Council Budaka district

Findings from the survey conducted in Kamonkoli Town Council, Budaka District, reveal a complex array of challenges faced by women in leadership positions, significantly impacting their effectiveness and career progression. Gender bias emerges as a critical issue, with 30.6% of respondents strongly agreeing and 38.9% agreeing that it impairs their leadership effectiveness, a concern corroborated by Ogwang et al. (2020). This bias, manifesting through biased evaluations and unequal advancement opportunities, undermines women's authority and limits their contributions. Additionally, resistance and lack of cooperation from colleagues are prominent challenges, with 30.6% strongly agreeing and 47.2% agreeing to experiencing such issues, aligning with Asuma and Tumwine (2021). This resistance, rooted in entrenched gender norms, impedes policy implementation and career growth. Gaining respect and authority is also problematic, as 44.4% strongly agree and 36.1% agree that these are difficult to achieve, reflecting Tumwebaze et al. (2022), who highlight how traditional gender roles can undermine women's authority and effectiveness in leadership. Furthermore, 44.4% of respondents strongly agree and 13.9% agree that insufficient support and mentorship constrain their professional growth, a concern echoed by Nabirye and Sabiiti (2021), who emphasize the necessity of mentorship for career advancement. Societal expectations further complicate leadership roles, with 33.3% strongly agreeing and 16.7% agreeing that these expectations hinder policy implementation and organizational change, supported by Nandawula and Mulindwa (2020). The interplay of these challenges—gender bias, resistance from peers, difficulties in gaining respect, lack of mentorship, and societal expectations—creates a multifaceted barrier to women's leadership. Addressing these issues comprehensively involves promoting gender equity, fostering supportive work environments, establishing robust mentorship programs, and challenging traditional societal norms to create a more inclusive and equitable leadership landscape in Kamonkoli Town Council.

5.2.3. Interventions that can be applied to overcome the challenges women face in leadership positions in Kamonkoli Town Council Budaka District

Findings from the survey in Kamonkoli Town Council suggest several effective interventions to

address the challenges faced by women in leadership positions. One critical strategy is the implementation of targeted leadership training programs, with 38.9% of respondents strongly agreeing and 22.2% agreeing on its benefits, aligning with Ogwang et al. (2020), who emphasize the importance of tailored training in empowering women leaders. Establishing mentorship and support networks is also essential, with 30.6% strongly agreeing and 27.8% agreeing that such networks would be valuable, as supported by Nabirye and Sabiiti (2021), who highlight the role of mentorship in professional growth. The survey indicates that 13.9% strongly agree and 19.4% agree on the need for policies promoting gender equality and inclusivity, a view supported by Tumwebaze et al. (2022), who advocate for gender-sensitive policies to create equitable work environments. Creating awareness campaigns to shift societal attitudes towards women leaders is another proposed intervention, with 30.6% strongly agreeing and 16.7% agreeing on its effectiveness, reflecting Nandawula and Mulindwa's (2020) findings on addressing societal norms and biases. Encouraging women's participation in decision-making processes is also crucial, with 36.1% strongly agreeing and 25.0% agreeing on its importance, supported by Katusiime and Kibalama (2021), who note that inclusive decision-making enhances organizational effectiveness and gender equity. Overall, these strategies—leadership training, mentorship, gender equality policies, awareness campaigns, and support for decision-making participation—are vital for creating a supportive and equitable environment for women leaders in Kamonkoli Town Council, contributing to more balanced and inclusive governance.

5.3 Discussion of the Findings

5.3.1. Various Challenges Affecting Women in Kamonkoli Town Council, Budaka District

The survey findings from Kamonkoli Town Council highlight several significant challenges affecting women in the area. Notably, 44.4% of respondents strongly agree and 41.7% agree that limited access to education and training is a major issue. This finding reflects a broader trend in which inadequate educational opportunities hinder both personal and professional development for women. *The Town Clerk remarked, "The lack of access to educational resources has been a persistent issue. We need targeted programs to enhance women's educational opportunities to bridge this gap."* Research supports this view, suggesting that improved educational access is crucial for empowering women and enabling them to pursue leadership roles effectively.

Workplace discrimination and bias were identified as prevalent issues, with 30.6% of respondents strongly agreeing and 47.2% agreeing that these factors impact their careers. This aligns with existing literature on gender bias, which indicates that discriminatory practices hinder women's career progression and job satisfaction. *A Town Agent noted, "Women often face subtle forms of discrimination that affect their morale and career advancement. Addressing these biases is essential for creating a fair work environment."* Combatting workplace discrimination requires comprehensive strategies to promote equality and inclusivity in the workplace.

Balancing work and family responsibilities is another significant challenge, with 19.4% of respondents strongly agreeing and 38.9% agreeing that it affects them. This finding highlights the ongoing struggle many women face in managing their professional and personal lives. *According to a Women Representative, "The pressure to fulfill traditional family roles while maintaining a career creates substantial stress. Support systems that address work-life balance are critical for women's success."* Research supports this by emphasizing the need for policies and support structures that facilitate better work-life integration.

A lack of access to financial resources and economic opportunities was also identified as a barrier, with 30% of respondents strongly agreeing and 25% agreeing on this issue. This economic constraint limits women's ability to engage in entrepreneurial activities or further their careers. *The Town Clerk pointed out, "Financial constraints often prevent women from pursuing business ventures or further education. We need more initiatives that provide financial support and resources to women."* Addressing this issue involves increasing access to financial resources and creating opportunities for economic empowerment.

Finally, societal and cultural norms that favor men present a challenge, with 22.2% of respondents strongly agreeing and 27.8% agreeing that these norms are a significant barrier. This finding reflects broader societal issues that impact women's roles and opportunities. *A Town Agent shared, "Cultural norms often undermine women's contributions and limit their opportunities. Challenging these norms is crucial for advancing gender equality."* Overcoming cultural biases requires a concerted effort to promote gender equity and support women's roles in various spheres of life.

5.3.2. How Existing Challenges Affect Women in Leadership Positions in Kamonkoli Town Council, Budaka District

The challenges faced by women in leadership positions in Kamonkoli Town Council are multifaceted and significantly impact their effectiveness and career progression. Gender bias is a major issue, with 30.6% of respondents strongly agreeing and 38.9% agreeing that it impairs their leadership effectiveness. *The Town Clerk commented, "Gender bias affects how women are perceived and evaluated, which can hinder their ability to lead effectively."* Ogwang et al. (2020) corroborate this, highlighting how biased evaluations and unequal advancement opportunities undermine women's authority. Addressing gender bias requires systematic changes to ensure fair treatment and equal opportunities for women leaders.

Resistance and lack of cooperation from colleagues also pose significant challenges, with 30.6% of respondents strongly agreeing and 47.2% agreeing to experiencing such issues. *A Town Agent reflected, "Resistance from colleagues can make it difficult for women to push forward their agendas and initiatives. Building a collaborative environment is essential for overcoming this challenge."* Asuma and Tumwine (2021) find that deep-seated gender norms contribute to this resistance, which impedes policy implementation and career growth. Fostering a supportive work culture is crucial for enhancing women's leadership effectiveness.

Gaining respect and authority in leadership roles is another critical challenge, with 44.4% of respondents strongly agreeing and 36.1% agreeing on its difficulty. *A Women Representative noted, "Women often have to work harder to earn respect and prove their authority, which can be exhausting and discouraging."* Tumwebaze et al. (2022) highlight how traditional gender roles undermine women's authority. Overcoming these barriers involves challenging societal attitudes and reinforcing women's roles as capable leaders.

Insufficient support and mentorship are also major issues, with 44.4% of respondents strongly agreeing and 13.9% agreeing that these factors constrain professional growth. *The Town Clerk stated, "Mentorship provides essential guidance and support that can help women navigate their leadership roles more effectively."* Nabirye and Sabiiti (2021) emphasize the importance of mentorship for career advancement. Establishing robust mentorship programs is vital for supporting women's professional development.

Societal expectations further complicate leadership roles, with 33.3% of respondents strongly agreeing and 16.7% agreeing that these expectations hinder policy implementation and organizational change. *A Town Agent remarked, "Societal expectations often limit what women can achieve and make it harder for them to effect change."* Nandawula and Mulindwa (2020) support this, noting how societal norms place additional burdens on women leaders. Promoting gender equality and challenging traditional norms are necessary steps to support women leaders.

5.3.3. Interventions to Overcome Challenges Faced by Women in Leadership Positions in Kamonkoli Town Council, Budaka District

The survey findings suggest several effective interventions to address the challenges faced by women in leadership positions. One critical strategy is implementing targeted leadership training programs, with 38.9% of respondents strongly agreeing and 22.2% agreeing on its benefits. *A Town Agent noted, "Leadership training equips women with the skills and confidence needed to overcome barriers and succeed in their roles."* Ogwang et al. (2020) support this, emphasizing that tailored training can empower women leaders. Developing and investing in comprehensive training programs is essential for enhancing women's leadership capabilities.

Establishing mentorship and support networks is another vital intervention, with 30.6% of respondents strongly agreeing and 27.8% agreeing that such networks would be valuable. *The Town Clerk commented, "Mentorship programs can provide women with valuable guidance and support, helping them navigate their careers more effectively."* Nabiryte and Sabiiti (2021) highlight the role of mentorship in professional growth. Creating structured mentorship programs and support networks can significantly enhance women's career advancement and effectiveness in leadership.

The need for gender equality policies is also evident, with 13.9% of respondents strongly agreeing and 19.4% agreeing on the importance of such policies. *A Women Representative stated, "Policies that promote gender equality are crucial for ensuring that women have equal opportunities and are not discriminated against."* Tumwebaze et al. (2022) advocate for gender-sensitive policies to create equitable work environments. Developing and enforcing policies that address gender discrimination and support inclusivity is essential for fostering a fair work environment.

Creating awareness campaigns to shift societal attitudes towards women leaders is another proposed intervention, with 30.6% of respondents strongly agreeing and 16.7% agreeing on its effectiveness. *A Town Agent remarked, "Awareness campaigns can help challenge stereotypes and promote positive attitudes towards women in leadership roles."* Nandawula and Mulindwa (2020) support this approach, noting that changing societal norms and biases is crucial. Implementing campaigns to raise awareness and challenge cultural biases can help support women leaders.

Encouraging women's participation in decision-making processes is also critical, with 36.1% of respondents strongly agreeing and 25.0% agreeing on its importance. *The Town Clerk noted, "Including women in decision-making ensures diverse perspectives and leads to more balanced decisions."* Katusiime and Kibalama (2021) support this, highlighting that inclusive decision-making enhances organizational effectiveness. Actively promoting and supporting women's involvement in decision-making can improve organizational outcomes and support gender equity.

In summary, the interventions leadership training, mentorship, gender equality policies, awareness campaigns, and support for decision-making participation are crucial for overcoming the challenges faced by women in leadership roles. Implementing these strategies effectively can create a more equitable and supportive environment, enhancing the effectiveness and success of women leaders in Kamonkoli Town Council.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION OF THE STUDY

6.1 Introduction

This chapter covers the summary and discussion of the findings presented as per the study objectives

6.2 Conclusion of the Findings

6.2.1 Various Challenges Affecting Women in Kamonkoli Town Council, Budaka District

The survey conducted in Kamonkoli Town Council, Budaka District, reveals several significant challenges faced by women in the region. One of the most pressing issues is the limited access to education and training. This challenge severely impacts women's ability to develop both personally and professionally, reflecting a broader trend observed in similar contexts. Education and training are fundamental for empowering individuals, and the lack of these opportunities can significantly hinder women's career progression and overall development.

Another critical challenge identified is workplace discrimination and bias. This issue not only affects women's career advancement but also their job satisfaction. Discrimination can take many forms, including biased evaluations and unequal opportunities for advancement, all of which

contribute to a less equitable work environment. Addressing these biases is crucial for creating a more inclusive and supportive workplace where women can thrive.

Balancing work and family responsibilities presents a significant obstacle for many women. The dual demands of professional and personal life can create substantial stress and hinder career progression. Effective work-life balance strategies are essential to support women in managing these responsibilities without sacrificing their professional aspirations.

Financial constraints and lack of economic opportunities further exacerbate the challenges faced by women. Limited access to financial resources prevents many women from pursuing entrepreneurial ventures or advancing in their careers. Economic empowerment is a key factor in enabling women to achieve their full potential and contribute to their communities.

Lastly, societal and cultural norms that favor men present a considerable barrier. These norms often undermine women's contributions and limit their opportunities. Addressing these cultural biases and promoting gender equity are vital steps towards creating a more equitable environment for women.

Overall, these challenges—limited educational opportunities, workplace discrimination, balancing work and family responsibilities, financial constraints, and societal norms—highlight the need for comprehensive interventions. To effectively support women in Kamonkoli Town Council, it is essential to enhance educational access, combat discrimination, support work-life balance, improve financial resources, and address cultural biases.

6.2.2 How Existing Challenges Affect Women in Leadership Positions in Kamonkoli Town Council, Budaka District

The survey findings indicate a complex array of challenges affecting women in leadership positions within Kamonkoli Town Council. Gender bias is a critical issue that impairs leadership effectiveness. Women leaders often face biased evaluations and unequal advancement opportunities, which undermine their authority and limit their contributions. This bias reflects deep-seated societal attitudes that need to be addressed to support women's leadership roles effectively.

Resistance and lack of cooperation from colleagues also pose significant challenges for women in leadership. This resistance, often rooted in entrenched gender norms, can impede policy implementation and hinder career growth. Creating a collaborative and supportive work environment is essential for overcoming these challenges and enabling women leaders to succeed.

Gaining respect and authority in leadership roles is another significant challenge. Women leaders often have to work harder to earn respect and establish their authority, which can be exhausting and discouraging. Addressing this issue involves challenging traditional gender roles and reinforcing the authority and capability of women in leadership positions.

Insufficient support and mentorship are also barriers to women's professional growth. Mentorship provides valuable guidance and support, which is crucial for career advancement. Establishing robust mentorship programs can help women navigate their leadership roles more effectively and support their professional development.

Societal expectations further complicate leadership roles for women. These expectations often hinder policy implementation and organizational change. To support women leaders effectively, it is necessary to address these societal norms and promote gender equality.

The interplay of these challenges—gender bias, resistance from peers, difficulties in gaining respect, lack of mentorship, and societal expectations—creates a multifaceted barrier to women's leadership. Addressing these issues comprehensively involves promoting gender equity, fostering supportive work environments, establishing mentorship programs, and challenging traditional societal norms.

6.2.3 Interventions to Overcome the Challenges Women Face in Leadership Positions in Kamonkoli Town Council, Budaka District

To address the challenges faced by women in leadership positions, several effective interventions are suggested. Implementing targeted leadership training programs is one critical strategy. Such programs can equip women with the skills and confidence needed to overcome barriers and succeed in their leadership roles. Tailored training is essential for empowering women leaders and helping them navigate the complexities of their positions.

Establishing mentorship and support networks is another vital intervention. Mentorship provides guidance and support that can enhance professional growth and effectiveness in leadership roles. Creating structured mentorship programs and support networks is crucial for supporting women's career advancement.

The need for gender equality policies is also evident. Policies that promote gender equality and inclusivity are essential for creating equitable work environments. Developing and enforcing these policies can address gender discrimination and support women's roles in various spheres of life.

Creating awareness campaigns to shift societal attitudes towards women leaders is another proposed intervention. These campaigns can help challenge stereotypes and promote positive attitudes towards women in leadership roles. Addressing societal norms and biases is crucial for creating a supportive environment for women leaders.

Encouraging women's participation in decision-making processes is also important. Inclusive decision-making enhances organizational effectiveness and gender equity. Actively promoting and supporting women's involvement in decision-making can improve organizational outcomes and support gender equality.

6.3 Recommendations

6.3.1 Recommendations for Addressing Various Challenges Affecting Women in Kamonkoli Town Council, Budaka District

To address the significant challenges faced by women in Kamonkoli Town Council, it is crucial to enhance educational opportunities. Implementing programs that increase access to education and vocational training will provide women with the skills needed for personal and professional development. This could involve establishing scholarship programs, offering adult education classes, and tailoring vocational training to meet local needs. Collaborations with educational institutions and non-governmental organizations can be explored to facilitate these initiatives, ensuring that women gain the qualifications and skills necessary for career advancement.

Combating workplace discrimination requires the development and enforcement of robust policies that promote gender equality. Organizations should introduce regular training sessions

focused on gender sensitivity and unconscious bias for both employers and employees. These training sessions will help foster a more inclusive work environment and ensure that discriminatory practices are addressed effectively. Additionally, creating clear channels for reporting and addressing discrimination will help in creating a more supportive workplace for women.

Supporting work-life balance is essential for women to manage their professional and personal responsibilities. Implementing flexible work arrangements, such as remote work options and flexible hours, along with providing on-site childcare facilities, can significantly ease the burden of balancing work and family life. Employers should be encouraged to adopt family-friendly policies that support both men and women, creating a more equitable work environment where personal and professional responsibilities can be managed effectively.

Improving access to financial resources and economic opportunities is critical for women's empowerment. Establishing microfinance schemes, providing business training, and facilitating access to credit are key strategies that can support women entrepreneurs. By partnering with financial institutions and development agencies, programs can be designed to help women secure the financial resources necessary for business development and economic independence. These efforts will contribute to reducing the economic barriers that women face.

Addressing cultural biases requires engaging in community awareness campaigns aimed at changing entrenched cultural norms. These campaigns should focus on promoting gender equality and challenging stereotypes that disadvantage women. Involving community leaders and influencers in these campaigns can help shift societal attitudes and foster a more supportive environment for women. Educational programs and public discussions can further contribute to changing perceptions and promoting gender equity within the community.

6.3.2 Recommendations for Addressing Challenges Faced by Women in Leadership Positions in Kamonkoli Town Council, Budaka District

To address the challenges faced by women in leadership positions, it is essential to implement targeted leadership training programs. These programs should be designed specifically for women to develop their leadership skills, strategic thinking, and resilience. Providing ongoing training and professional development opportunities will enable women leaders to navigate their

roles more effectively and enhance their leadership capabilities. Such programs should be supported by both local government and organizational stakeholders to ensure their success.

Establishing structured mentorship and support networks is another critical intervention. Women leaders would benefit from connecting with experienced mentors who can offer guidance, support, and career development advice. Creating and maintaining these networks will provide women with valuable resources and support systems necessary for their professional growth. Regular networking events and mentorship meetings should be organized to facilitate these connections and foster professional relationships.

Implementing gender equality policies within organizations and institutions is vital for creating an equitable work environment. These policies should address gender bias, provide clear guidelines for equal opportunities, and establish mechanisms for addressing grievances related to gender discrimination. Ensuring that such policies are enforced consistently will help in creating a more inclusive and supportive environment for women in leadership roles.

Creating awareness campaigns to shift societal attitudes towards women in leadership is an important strategy. These campaigns should highlight the achievements of women leaders and challenge existing stereotypes. Engaging with local media, community organizations, and educational institutions can help disseminate these messages and promote a more positive view of women in leadership positions. By changing societal perceptions, these campaigns can contribute to a more supportive environment for women leaders.

Encouraging women's participation in decision-making processes is crucial for fostering gender equity in leadership. Efforts should be made to create opportunities for women to be involved in leadership roles and decision-making bodies. Ensuring that women's voices are heard and valued in organizational and community decisions will contribute to more balanced and inclusive governance. By actively promoting women's participation, organizations and communities can benefit from diverse perspectives and more effective decision-making processes.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent;

I am NEUMBE FLAVIA carrying out research on the topic “CHALLENGES FACED BY WOMEN IN LEADERSHIP POSITION IN KAMONKOLI TOWN COUNCIL BUDAKA DISTRICT” as a partial fulfillment of the Requirements for the Award of the Bachelors of social work and social administration of Uganda Christian University. The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that will be asked .However the information given will be treated confidential and will only be used for academic purpose.

SECTION 1: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Sex of the respondent

a) Male b) Female

2. Age bracket of the respondent (years)

a) 15-30 b) 31-40 c) 41-50 C) 60 and above

3. Marital status

a).Single b).Married c) In relationship

4. Academic qualification of respondent

a) Secondary b) Certificate c) Diploma d) Bachelors' e) Masters

5. Years of working by the respondents.

a) Less than 1 year b) 1-2 years c) 3 years and above

6. Religion

a).protestant b). Catholic c).Born Again d). Muslim e). Anglican f).Other

7. Occupation

a) Youth leader b).Chief c).omen leader d).Teacher e)

Other

Section A: Various challenges that affect Women in Kamonkoli Town Council Budaka district

This section aims at exploring the various challenges that affect Women in Kamonkoli Town Council Budaka district. Please indicate your opinion on the following statements using the Linkert scale. Key: 4= Agree; 5= strongly Agree; 3= not sure; 2= Disagree; 1= strongly disagree.

No	Statements	1	2	3	4	5
1	I struggle with limited access to education and training.					
2	I face discrimination and bias in the workplace.					
3	I experience difficulties in balancing work and family responsibilities.					
4	I lack access to financial resources and economic opportunities.					
5	I feel unsupported by community and cultural norms that favor men					

Section B: How existing challenges affect Women in leadership positions in Kamonkoli Town Council Budaka district

This section aims at determining how existing challenges affect Women in leadership positions in Kamonkoli Town Council Budaka district. Please indicate your opinion on the following statements using the Linkert scale. Key: 4= Agree; 5= strongly Agree; 3= not sure; 2= Disagree; 1= strongly disagree.

No	Statements	1	2	3	4	5
1	My leadership effectiveness is hindered by gender bias in Kamonkoli Town Council.					
2	I face resistance and lack of cooperation from colleagues in Kamonkoli Town Council.					
3	I find it challenging to gain respect and authority in my leadership role in Kamonkoli Town Council.					
4	My professional growth is limited due to insufficient support and mentorship in Kamonkoli Town Council.					
5	I struggle to implement policies and initiatives effectively due to societal expectations in Kamonkoli Town Council.					

Section C: interventions that can be applied to overcome the challenges women face in

leadership positions in Kamonkoli Town Council Budaka District

This section aims at ascertaining interventions that can be applied to overcome the challenges women face in leadership positions in Kamonkoli Town Council Budaka District. Please indicate your opinion on the following statements using the Linkert scale. **Key: 4= Agree; 5= strongly Agree; 3= not sure; 2= Disagree; 1= strongly disagree.**

No	Statements	1	2	3	4	5
1	I provide targeted leadership training and development programs for women in Kamonkoli Town Council.					
2	I establish mentorship and support networks specifically for women leaders within Kamonkoli Town Council.					
3	I implement and enforce policies that promote gender equality and inclusivity within Kamonkoli Town Council.					
4	I create awareness campaigns within Kamonkoli Town Council to challenge and change societal attitudes towards women leaders.					
5	I actively encourage and support the participation of women in decision-making processes within Kamonkoli Town Council.					

Section D: leadership positions in Kamonkoli Town Council Budaka District

This section aims at establishing the indicators of women face in leadership positions in Kamonkoli Town Council Budaka District. Please indicate your opinion on the following statements using the Linkert scale. **Key: 4= Agree; 5= strongly Agree; 3= not sure; 2= Disagree; 1= strongly disagree.**

No	Statements	1	2	3	4	5
1	I have experienced challenges related to gender bias in my leadership role within Kamonkoli Town Council.					
2	I feel that my contributions in a leadership position within Kamonkoli Town Council are valued and recognized.					
3	I believe there are sufficient opportunities for professional growth in leadership roles within Kamonkoli Town Council.					
4	I perceive that the policies and practices in Kamonkoli Town Council support women in leadership positions.					
5	I have access to mentorship and networking opportunities that enhance my leadership capabilities within Kamonkoli Town Council.					

Appendix ii: Interview Guide

Objective 1: To explore the various challenges that affect women in Kamonkoli Town Council, Budaka District

1. Can you describe some of the primary challenges you face as a woman in Kamonkoli Town Council?
2. How do these challenges impact your daily life and activities?
3. What are some of the barriers to accessing resources and opportunities for women in this community?
4. In what ways do societal attitudes and cultural norms contribute to the challenges faced by women here?
5. How do you cope with or manage the challenges you encounter?

Objective 2: To determine how existing challenges affect women in leadership positions in Kamonkoli Town Council, Budaka District

1. What motivated you to pursue a leadership position in Kamonkoli Town Council?
2. What specific challenges have you faced as a woman in a leadership position?
3. How do these challenges impact your ability to perform your leadership duties effectively?
4. Do you feel supported by your colleagues and the community in your leadership role?
5. What strategies have you found effective in overcoming the challenges you face as a woman leader?

Objective 3: To ascertain interventions that can be applied to overcome the challenges women face in leadership positions in Kamonkoli Town Council, Budaka District

1. What initiatives or programs do you think could help address the challenges faced by women in leadership positions here?
2. How can the community and local government support women in overcoming these challenges?
3. Are there any existing interventions or support systems that you find particularly helpful?
4. What kind of training or resources do you think would be most beneficial for women aspiring to leadership positions?
5. How can women leaders collaborate to create a more supportive environment for themselves and others?

Appendix iii: Research Letter



UGANDA CHRISTIAN UNIVERSITY
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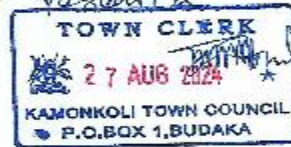
To KAMONKOLI
TOWNS COUNCIL

*Accepted to carry out
the research*

Dear Sir/Madam,

Re: Academic Research

Christian greetings!



We are honored to introduce to you Mr. Mrs./Miss NEUMBE ELIASA

Of Registration Number; M22/MVC/BSW/035 pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree BSK/ASA

He/ she is required to carry out an academic research on the topic

CHALLENGES FACED BY WOMEN IN LEADERSHIP POSITION

IN KAMONKOLI TOWNS COUNCIL, BUDAKA DISTRICT.

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.

Thank you.

Yours faithfully,

Mr. Akampurira Timothy

Academic Registrar

28 FEB 2024