

**THE EFFECT OF WOMEN LEADERSHIP ON LOCAL GOVERNANCE
PERFORMANCE IN UGANDA: A CASE OF MUKONO DISTRICT LOCAL
GOVERNMENT**

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DECLARATION

I, Ainembabazi Miriam, hereby declare that this dissertation titled, “*the effect of women leadership on local governance performance in Uganda; a case of Mukono District Local Government*” is provided in its original form and has not been submitted for any kind of academic award to any other university or institution.

Signature.....

Date.....13th...../.....may...../.....2026.....

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APPROVAL

This is to certify that this dissertation titled, “*The effect of women leadership on local governance performance in Uganda; a case of Mukono District Local Government*” has been done under our supervision and submitted for examination with our approval.

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MADAM MERCY AMANIYO

(Supervisor)

DEDICATION

I dedicate this dissertation to my parents and friends for their unwavering support of my academic endeavors. I am who I am now because of them, and may the Lord richly reward them.

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With great pride, I would like to thank the following individuals for their contributions to the creation of this work:

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ABSTRACT

The study examined the effect of women leadership on local governance performance in Uganda; a case of Mukono District Local Government (MDLG). In this regard, the study focused on the following: establishing the effect of women leadership styles on citizen participation in government programmes, assessing the effect of women representation on service delivery in local government programmes, and examining the effect of women leadership on accountability in local government programmes in MDLG.

The study employed a cross-sectional survey research approach. Moreover, both quantitative and qualitative research approaches were adopted. Furthermore, simple random and purposive sampling methods were used. Questionnaires were used to collect data from 80 lower level employees from the departments in MDLG. More so, interviews were used to collect data from the key informants who are the heads of departments in MDLG.

Results showed that women's leadership has a great positive impact on local governance performance in the Mukono District Local Government through increased citizen participation, effective service delivery, and accountability. Women's leadership was seen to foster inclusiveness, openness, effective communication, responsiveness, ethics, and teamwork, thus increasing citizen participation, quality of public service delivery, and accountability. The results further indicated that issues such as culture, scarcity of resources, and political influence can be a hindrance to women's leadership and, therefore, local governance performance.

Finally, recommendations for improving women leadership included; increasing equality in leadership positions, building the capacity of leadership institutions, instituting practices of participatory leadership, improving administrative support for leadership, and strengthening accountability measures. Such recommendations are vital in ensuring good local governance practices in the district through improved citizen involvement, better service delivery, increased transparency and integrity in the government, and improved local governance performance.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter laid out the background of the study, problem statement, purpose, objectives, research questions, scope, significance, conceptual framework and limitations of the study in order to understand the effect of women leadership on local governance performance in Uganda; a case of Mukono District Local Government.

1.2 Background

Leadership is really important in influencing the efficacy of government, particularly at the local level where choices have a direct impact on people (Rizki & Kurniawan, 2023). Since it can enhance responsibility, openness, and service delivery (Azizuddin & Shamsuzzoha, 2024), women leadership has drawn focus. Many female leaders use group decision-making, which improves administrative performance (Fahmiati & Priyambodo, 2025). Globally, women leaders bring many viewpoints that influence public involvement and social policies (Pierli et al., 2022). Understanding their role in local governments is key to promoting inclusive governance and sustainable development (UN Women, 2021).

Women are still underrepresented in local government even though they are becoming more well-known. Also, not much research has been done on how they affect how well things are done (Johannes et al., 2022). Women's leadership opportunities are limited by obstacles like patriarchal norms and socio-cultural limits (Mohamed, 2023). Local governance organizations sometimes have trouble with poor service delivery and a lack of citizen involvement, which makes it clear how important good leadership is (Zaitul et al., 2023). Women executives improve openness, financial management, and policy inclusiveness (Fahmiati & Priyambodo, 2025). Therefore, theory and practice both need to investigate how women leadership affects local government (Akirav, 2021).

Worldwide, women's leadership in municipal government has produced good results in Asia, Europe, and the United States (UN Women, 2021). American women mayors and council members raise public satisfaction and fiscal control (Rizki & Kurniawan, 2023). According to

European nations including Spain, Sweden, and Germany, female leaders encourage responsible behavior and inclusive decision-making (Balaguer-Coll & Ivanova-Toneva, 2021). The case of India, Bangladesh, and Indonesia in Asia indicates that female leaders improve public participation, social services, and economic administration (Bhattacharya, 2024). These studies reveal that women can indeed impact local governance; however, circumstances shape their influence (Rahman & Tasnim, 2023).

Women leaders in Africa, particularly sub-Saharan Africa, have been celebrated for improving the local government (Goldfinch et al., 2023). The promotion of girls to leadership roles in countries such as Rwanda, South Africa, and Ethiopia has improved participatory governance and service delivery (Bekele & Nigatu, 2023). For example, Rwanda's local councils demonstrate increased transparency and participation (UN women, 2021). In South Africa, girls in leadership roles apply gender-responsive policies and program monitoring (Akirav, 2021). Ethiopia argues that since women hold the fees, decision-making in areas such as fitness and training is more inclusive (Johannes et al., 2022). Progress notwithstanding, political and sociocultural hurdles nevertheless constrain women's power (Mohamed, 2023).

In Uganda, although difficulties still exist, affirmative action and decentralization have increased women's engagement in municipal governance (Kyohairwe et al., 2024). Research in regions like Mbale and Namisindwa reveal that, despite political and cultural difficulties, female leaders enhance financial management and service delivery (Nelima et al., 2024). Women in Mukono District Local Government (MDLG) hold positions on boards, council committees, and community projects (Aziz et al., 2020). Early data indicates that although thorough studies are few, their leadership improves openness, responsibility, and citizen satisfaction (Tripp, 2023). Therefore, in order to inform policy and practice, this study looked at how women's leadership influences MDLG's local government performance (Kyambade et al., 2024).

1.3 Problem Statement

Ideally, local governments are expected to deliver timely and quality services, maintain accountability, ensure citizen participation, and use budgets efficiently (Tripp, 2023). However, in Mukono District Local Government (MDLG), these standards are not being met (Nelima et al., 2024). For example, service delivery has declined, with 47% of planned projects completed

on time in 2025 compared to 62% in 2023 (Ministry of Local Government Report, 2025), audit queries have risen by 15% due to poor financial oversight, citizen participation has dropped to an average of 40 attendees per meeting from 90 in 2020, and only 68% of allocated funds are disbursed to priority projects, down from 82% three years ago (Kyohairwe et al., 2024; UN Women, 2021). If these developments continue, MDLG dangers declining carrier fine, reduced public trust, and weakened governance, regardless of interventions by means of the Ministry of local authorities, UN women, and civil society corporations (Kyambade et al., 2024).

In addition, previous research by pupils like Mohamed (2023) and Azizuddin & Shamsuzzoha (2024) have explored women's illustration in leadership and its effect on service delivery in Uganda and different contexts. However, few have specifically examined how women leadership in terms of leadership style, representation and policy influence directly affects local governance performance in MDLG, particularly across accountability, citizen participation, service delivery, and budget utilization (Nelima et al., 2024). While research highlights general benefits of women leaders in governance globally (Balaguer-Coll & Ivanova-Toneva, 2021; Fahmiati & Priyambodo, 2025), the specific mechanisms through which women leaders in MDLG improve or fail to improve performance remain under-investigated (Tripp, 2023). This gap formed the basis of the current study.

1.4 Objectives

1.4.1 Major Objective of the Study

The general objective of the study was to examine the effect of women leadership on local governance performance in Uganda; a case of Mukono District Local Government (MDLG).

1.4.2 Specific Objectives

- i. To establish the effect of women leadership styles on citizen participation in government programmes in MDLG.
- ii. To assess the effect of women representation on service delivery in local government programmes in MDLG.

- iii. To examine the effect of women leadership on accountability in local government programmes in MDLG.

1.5 Research Questions

- i. What is the effect of women leadership styles on citizen participation in government programmes in MDLG?
- ii. What is the effect of women representation on service delivery in local government programmes in MDLG?
- iii. What is the effect of women leadership on accountability in local government programmes in MDLG?

1.6 Scope of the research

1.6.1 Content scope

The study specifically focused on; establishing the effect of women leadership styles on citizen participation in government programmes, assessing the effect of women representation on service delivery in local government programmes, and examining the effect of women leadership on accountability in local government programmes in MDLG.

1.6.2 Time scope

The review of reports and documents covered a five-year period from 2021 to 2025 to analyze recent trends and patterns in local governance performance and the role of women leadership in Mukono District Local Government. This epoch was selected as it reflects the maximum latest phase of decentralized governance in Uganda, captures submit-COVID-19 recovery efforts that considerably affected carrier shipping and governance structures, and aligns with cutting-edge coverage and administrative reforms aimed toward strengthening nearby government overall performance.

1.6.3 Geographical scope

Geographically, the study was conducted in Mukono District Local Government located in Mukono district, Central Uganda. MDLG was chosen because of its administrative significance

and the presence of women in leadership positions, making it a suitable context for examining the effect of women leadership on local governance performance in Uganda.

1.7 Justification of the study

This study was justified by the need to investigate the effect of women leadership on local governance performance in Uganda despite ongoing interventions by national and international actors. Though earlier studies by experts like Kyohairwe et al. (2024) and Nelima et al. (2024) have looked at certain elements of women's leadership and general governance performance, not much empirical work has concentrated on how women's leadership particularly influences local government's budget utilization, accountability, citizen participation, and service delivery (Kyambade et al., 2024). Therefore, this study aimed to close this theoretical and practical gap by showing empirical data on how women leadership affects local government performance in Mukono District Local Government, hence promoting improved institutional strategies, policy formulation, and leadership programs to raise governance outcomes in Uganda.

1.8 Significance of the study

Mukono District Local Government and other local government institutions would be able to design more effective governance strategies, service delivery frameworks, and accountability measures once they understand how women leadership influences local governance performance.

By offering empirical data, the findings enabled leaders including the Ministry of Local Government and other regulatory agencies to steer policies on leadership development, governance improvement, and inclusive decision-making in Uganda.

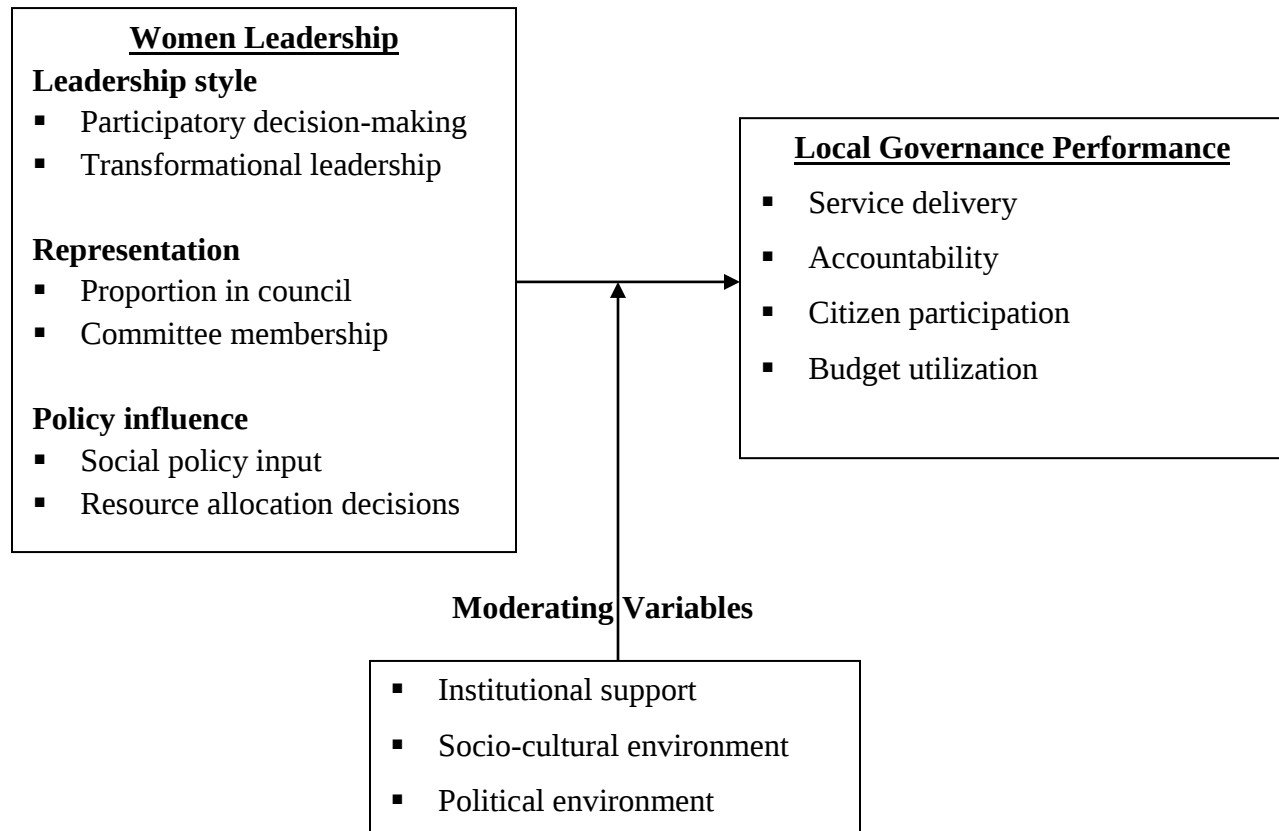
The study enabled civil society groups, development partners, and leadership advocacy organizations develop focused programs, capacity-building projects, and community involvement initiatives by emphasizing the impact of women leaders on local government outcomes.

Lastly, the study supplemented the body of knowledge by offering empirical data on the connection between women leadership and local governance performance in Uganda, therefore acting as a guide for next researchers and professionals in the areas of governance, public administration, and leadership studies.

1.9 Conceptual framework

Independent Variable (IV)

Dependent Variable (DV)



Source: Adapted from Azizuddin & Shamsuzzoha (2024); Pierli et al. (2022) and modified by the Researcher (2026)

According to the conceptual framework of this study, women leadership shown by participative decision-making, transformational leadership, representation (proportion in council and committee membership), and policy influence (social policy input and resource allocation decisions) directly affects the performance of local government in Mukono District Local Government, which is shown by how well services are delivered, how accountable it is, how many people participate, and how well the budget is used. Institutional backing, sociocultural context, and political climate all help to regulate this connection, which can either enhance or diminish the degree to which women leaders affect governance results by influencing their power, acceptance, and effectiveness within the local government system.

1.10 Operationalization of definition and concepts

Women leadership: Women leadership refers to the active involvement and influence of women in decision-making and administrative roles within Mukono District Local Government.

Style of leadership: The style of leadership is a term used in this study to refer to the methods used by women leaders to manage people within the local government.

Women representation: Women representation is a term used in this study to describe the number of women in leadership positions in committees within the local government.

Policy influence: Policy influence in this study will be defined as the level of involvement of women leaders in policy making in the local government.

Performance of local governance: Performance of local governance in this study will be referred to as the ability of Mukono District Local Government to provide services, accountability, and citizens' participation.

Service delivery: Service delivery refers to the timely provision and quality of public services such as health, education, and infrastructure to citizens.

Accountability: Accountability refers to the obligation of local government officials to be transparent, responsible, and answerable for their decisions and use of public resources.

Citizen participation: Citizen participation refers to the involvement of community members in planning, decision-making, and monitoring local government activities.

Budget utilization: Budget utilization refers to the degree to which allocated public funds are effectively disbursed and used for intended development priorities.

Institutional support: Institutional support refers to the availability of organizational structures, policies, training, and administrative backing that enable women leaders to perform effectively.

Socio-cultural environment: Socio-cultural environment refers to prevailing community beliefs, norms, and attitudes that influence the acceptance and effectiveness of women in leadership roles.

Political environment: Political environment refers to the nature of political dynamics, power relations, and party structures that shape leadership authority and decision-making in the district.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers other works from other literatures. It is important that a closer look is taken at similar works done on the effect of women leadership on local governance performance and review some of the literatures pertinent to the study, for comparison, confirmation and differences to be laid bare. Due to this, this chapter was meant to contain the review of various literatures considered to be relevant to the study.

2.2 Conceptual review

2.2.1 Women leadership

Women leadership is broadly understood as the participation and influence of women in decision-making and governance processes, though scholars differ in emphasis between representation and effectiveness (Akirav, 2021). Some academics see it in terms of numbers of people in leadership roles, saying that more representation makes things more inclusive and gives democracy more legitimacy (Bekele & Nigatu, 2023). Others stretch the idea to cover leadership behavior and outcomes, claiming that women leaders are distinguished by cooperative, participatory, and transformational styles influencing government performance (Pierli et al., 2022). This separation demonstrates that women's leadership is a functional idea (impact and style) as well as a structural one (presence) (Azizuddin & Shamsuzzoha, 2024).

Scholars further argue about whether women's leadership should be evaluated according to gendered qualities or leadership outcomes; some contend that women offer special qualities such transparency and inclusiveness (Balaguer-Coll & Ivanova-Toneva, 2021). This continuous argument emphasizes how important it is to understand women's leadership in the framework of particular governance environments including Uganda (Kyohairwe et al., 2024).

From a measurement perspective, academics frequently operationalize women leadership through aspects as policy impact, representation, and leadership style (Rizki & Kurniawan, 2023; Fahmiati & Priyambodo, 2025). Participative and transformational techniques that influence

decision-making processes define leadership style (Nelima et al., 2024; Goldfinch et al., 2023). Representation evaluates the degree to which women are in leadership roles and engaged in governance structures (UN Women, 2021; Johannes et al., 2022). Policy influence investigates how much women leaders impact resource distribution, development priorities, and policy design (Bhattacharya, 2024). These factors offer a full structure for evaluating women's leadership in connection with governance results.

2.2.2 Local governance performance

Local governance performance is generally understood as the effectiveness and efficiency with which local authorities deliver public services, manage resources, and respond to citizen needs, though scholars differ in their emphasis on outputs versus processes (Zaitul et al., 2023). Some writers explain it in terms of tangible results such as financial performance and service delivery. In their view, performance should be measured depending on the quality and efficiency of the services provided to consumers (Ivanova-Toneva, 2021). However, there is also another approach where performance is viewed in terms of governance with emphasis on accountability, participation, and transparency rather than mere outcomes (Rahman & Tasnim, 2023). It is important to note that municipal authorities' performance can always be described as consequences-based and process-driven (Kyohairwe et al., 2024).

Academicians are divided between those who believe that performance of the local government needs to be evaluated based on citizens' perspectives or institutional capacity, where the former emphasize the importance of administrative efficiency and implementation of policy (Aziz et al., 2020). On the other hand, some argue that inclusivity of decision-making, inclusivity within the government, and satisfaction of the citizenry should be used for assessing performance (Bekele & Nigatu, 2023). The performance of local governance in developing countries like Uganda is limited by inadequate information, poor accountability mechanisms, and social-political challenges, which affect both governance approaches and delivery of services (Tripp, 2023).

In terms of dimensions, teachers normally measure the effectiveness of governance proximity through dimensions such as financial/budget effectiveness, accountability, citizen participation, and delivery of services (Zaitul et al., 2023). Delivery of services entails the availability, quality, and timeliness of public services (Nelima et al., 2024). Accountability measures the degree of

openness, reporting procedures, and monitoring mechanisms of local governments (Rahman & Tasnim, 2023). Budget usage examines how well money is distributed and used; citizen involvement measures how actively communities engage in decision-making processes. Empirical research uses these dimensions to offer a whole structure for evaluating local governance performance (Bhattacharya, 2024).

2.3 Theoretical review

2.3.1 Transformational Leadership Theory

The research will rely upon the Transformational Leadership concept, which turned into fashioned with the aid of James MacGregor Burns in 1978 and advanced through Bernard Bass in 1985. The concept proposes that efficient leaders stimulate their subordinates' inspiration, motivation, and mental activation towards higher performance that transcends the personal interests of the followers (Burns, 1978; Bass, 1985). In general, the concept relies on a few essential factors such as idealized affect, inspirational motivation, intellectual stimulation, and individualized consideration to improve organizational effectiveness and efficiency (Nelima et al., 2024). The main premise underlying the theory is that good leadership does not imply exercising authority but rather exerting impact through changing people's perspectives, behaviors, and values to achieve group objectives (Rizki & Kurniawan, 2023). The advantages of the concept include a focus on collaborative decision-making, innovation, and empowerment that contribute significantly to the enhancement of public transport service provision and citizens' involvement in local government affairs (Pierli et al., 2022). Nonetheless, the theory has been criticized for being too idealistic and relatively indifferent to structural and cultural barriers that may hinder leadership performance (Tripp, 2023).

This principle of transformative management is also applicable to the current research study since it sheds light on the role that female leaders play in influencing the effectiveness of governance through their participative and inclusive style of management in Mukono district councils. Female leaders who employ transformative management practices are likely to increase citizen participation, enhance accountability, and ensure prudent utilization of budgets through motivation and transparency of the processes involved (Fahmiati & Priyambodo, 2025). Further, the theory complements the current study since it emphasizes the aspect of policy influence and

representation, considering the way leaders can influence outcomes of decisions made and institutions through visionary leadership and cooperation (Bhattacharya, 2024). Despite the limitations of the theory, this principle provides a useful framework for understanding the ways in which girls' leadership contributes towards improved governance results.

2.4 Empirical review of the study objectives

2.4.1 Women leadership styles and citizen participation in government programmes

Rizki and Kurniawan (2023) examined the influence of participatory leadership on public service performance and found that women leaders who adopt inclusive decision-making approaches significantly enhance citizen participation in government programmes. According to them, participatory leadership promotes openness, honesty, and trust, therefore inspiring people to participate in government procedures. Azizuddin and Shamsuzzoha (2024) discovered that women leaders in South and Southeast Asia who use group leadership styles help local development projects get more people involved from the ground up. These studies emphasize the need of participative leadership in boosting public involvement; however, they mostly concentrate on Asian settings, hence there is a paucity of knowledge on how such leadership types affect participation in Ugandan local governments such as Mukono.

Bekele and Nigatu (2023) looked at how many women were involved in local government in Ethiopia and found that inclusive leadership styles make people more likely to participate in decision-making meetings and development programmes. They observed that women leaders who go straight to the communities usually develop deeper connections that improve participation. Likewise, Kyambade et al. (2024) discovered that transformational leadership among female leaders encourages people to actively participate in government operations by inspiration and shared vision. These studies show that leadership style has an impact on participation; however, they mostly focus on the overall governance environment, therefore there is little evidence on how particular leadership styles particularly influence programme participation at district level in Uganda.

Rahman and Tasnim (2023) investigated how leadership affects local government supported by NGOs in Bangladesh and discovered that female leaders who stress community outreach greatly boost public involvement in development initiatives. They said that working with

stakeholders and raising awareness help people get more involved in governing. Bhattacharya (2024) similarly discovered that Indian municipal women leaders who support inclusive governance boost public involvement in planning sessions as well as attendance at events. These studies, which are mostly based in Asian countries, show that outreach-focused leadership boosts engagement; however, Mukono District in African local governments lacks a contextual gap.

Nelima et al. (2024) looked at leadership approaches and organizational performance in Namisindwa District and discovered that collaborative leadership inspires feedback and community involvement, hence positively impacting citizen involvement. They pointed out that leaders who include people in the decision-making process improve the results of local governance. Likewise, participatory leadership inside Uganda's decentralized framework improves citizen participation in local government initiatives according to Kyohairwe et al. (2024). Although these results demonstrate the importance of leadership style in Uganda, they do not particularly highlight the contribution of female leadership styles; hence, this research tries to fill in the Mukono District gap.

Balaguer-Coll and Ivanova-Toneva (2021) examined women leadership in Spain and found that inclusive and transparent leadership styles significantly improve citizen participation in local governance programmes. According to them, women leaders encourage openness and accountability, therefore increasing public participation. Likewise, Fahmiati and Priyambodo (2025) discovered that women executives stressing stakeholder involvement improve public involvement in governance activities. Such studies help support the hypothesis that there is an amazing connection between women's leadership styles and their level of involvement. But it seems to me that such studies are conducted mainly in rich countries and for certain types of institutions. Little evidence is provided about how all of this works in the context of, for example, Mukono, Uganda.

2.4.2 Women representation on service delivery in local government programmes

In her study on proper female leadership in local government, Akirav (2021) established that with the increased number of females taking up leadership positions, processes become more efficient because the female leaders show more concern for the well-being of the community and social welfare programs. It was found out that female leaders have greater concern for balanced resource distribution and citizen services. In their study, Aziz et al. (2020) proved that women in leadership roles contribute to improved governance through transparency and efficiency in service delivery. These results show how important women's representation is, but they concentrate on different kinds of institutions, which makes it hard to know how these things work in places where power is spread out, like Uganda.

UN Women (2021) examined women's representation in local governments globally and found that increased female representation in councils is associated with improved responsiveness and inclusiveness in service delivery programmes. Local governments having more female leaders typically give health, education, and water access top priority, according to reports. Likewise, Johannes et al. (2022) discovered that women's participation in top management roles improves organizational responsiveness and service quality since varied points of view in decision-making help to enhance. These studies suggest that representation enhances outcomes of service delivery; nevertheless, they mostly offer institutional and global-level data, which means there is little context-specific analysis in Ugandan regions including Mukono.

Mohamed (2023) investigated women's representation in political leadership in Mbale City and discovered that more women on councils enhances service delivery by meeting community-specific needs, especially those of underprivileged groups. The research showed that female leaders support inclusive services including healthcare and education, which immediately help local communities. Tripp (2023) discovered, too, that although their effectiveness is occasionally limited by political dynamics, women's political participation in Uganda has helped to focus policy attention on social services. These studies imply that representation affects the way that services are delivered; however, they also point out the difficulties that can keep women leaders in Ugandan local governments from having their full effect.

Zaitul et al. (2023) looked at how things are run in rural governments and found that having different people represented, including women, makes things work better because it makes it easier for them to talk to each other and hold each other accountable. They found that several leadership arrangements increase community responsiveness and boost service results. Goldfinch et al. (2023) found something similar: inclusive governance, which is when different kinds of leaders are in charge, makes people trust and like services more. These results underline how crucial representation is for improving service delivery; nonetheless, they are based on non-African settings, hence there is a contextual vacuum in Uganda's local government structures.

Pierli et al. (2022) looked at how women leaders help companies achieve their goals and found that more women in charge make organizations more sustainable and better at providing services. They said women leaders offer inclusive viewpoints that enhance decision-making and service results. Likewise, Azizuddin and Shamsuzzoha (2024) discovered that including women in local government bodies improves service delivery by supporting community-based initiatives and development projects. These investigations verify the need of women representation in enhancing service delivery; they mostly address wider or global situations, hence there is scant empirical data on how women representation particularly influences service delivery in locations such as Mukono, Uganda.

2.4.3 Women's policy influence on budget utilization in local government programmes

Rizki and Kurniawan (2023) looked at how leadership affected public service performance and discovered that female leaders who actively influence policy choices help to better use the budget by being open about how they allocate and prioritize public resources. Effective policy influence guarantees that resources are in line with community requirements, therefore lowering waste and inefficiency. In addition, Fahmiati & Priyambodo (2025) found out that by influencing budgeting approaches and making sure that money is used effectively, women leaders enhance the monetary efficiency of local authorities. The above researches show that the effect of women's policies enhances the usage of budgets; however, they are more concerned with modern-day governance effects; hence, there is still lack of knowledge regarding their impact on Uganda's local governance programs.

According to Balaguer-Coll & Ivanova-Toneva (2021), the role played by female leaders in Spain reveals that women leaders who make coverage choices contribute to financial effectiveness, making money management easier. In their analysis, they discovered that female leaders prioritize social expenses, making it possible for improved efficiency in the execution of government budgets. Bhattacharya (2024) discovered that women leaders in Indian municipalities have an effect on finance preparation through promoting equal resource allocation and fiscal accountability. Despite their outcomes being generated in settings other than African countries, the findings show that policy effectivity affects budget efficiency; however, no research has been done on the same in Ugandan local governments.

Bekele and Nigatu (2023) examined the role played by ladies within the process of management of municipalities in Ethiopia and found out that women who make policies in government make sure that money is allocated towards the most urgent projects within their neighborhoods, leading to better budget management. Budgeting processes where women participate result in better service delivery and efficient allocation of resources, states Bekele & Nigatu (2023). Similarly, effective budget management and allocation are improved through the involvement of women within the governance system, as stated by Kyambade et al. (2024). While the studies highlight the importance of policy effect on financial management, they fail to capture the case of Uganda.

Rahman and Tasnim (2023) conducted a study on the leadership feature of local governance in Bangladesh, and it has been found that female leaders who have an influence on policy decisions lead to efficient budget utilization by making people accountable and including stakeholders in the process. It was found that participatory budget models under the leadership of women make a difference when it comes to the allocation of aid and there is very little wastage of money. Similarly, Nelima et al. (2024) concluded that good economic performance in community governments was due to leadership models focused on inclusion and accountability.

Kyohairwe et al. (2024) researched local governance in Uganda and found that strong coverage impact on the part of leaders is important for ensuring proper financial implementation and efficient utilization of public funds. Weak coverage impact, according to them, often leads to ineffective governance at the local level and inadequate budgetary absorption. Similarly, Azizuddin and Shamsuzzoha (2024) found that women leaders who take an active part in the coverage process contribute to financial governance through increasing budgetary transparency

and accountability. These findings confirm the need for policy influence in the use of budgetary resources; however, they do not directly address the specific contribution of women leaders in areas like Mukono.

2.5 Research/ Literature Gap

Several areas that can be cited as major gaps from the reviewed literature include very little information regarding specific studies within the Mukono district in Uganda in regard to the impact of women leadership on the governance process. The studies conducted are either generalized in nature, considering global perspectives, or they are undertaken in non-African contexts without any specific mention of the contribution made by women leaders to the process. In addition, there is insufficient evidence relating women leaders to other variables such as participation of citizens, service delivery, and budget utilization in the process of decentralization.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter discussed the procedure that was used to conduct the research, describing how data is collected. The components to be discussed include the research design, research setting, population, sampling procedure, sample size, techniques of data collection, data analysis and interpretation, quality control of data, expected problems, and ethics.

3.2 Research Design and Approach

This study was done by means of employing a cross-sectional survey studies design. Similar to what Kazdin (2021) mentions, the cross-sectional survey design makes it possible for data to be collected from different subjects at one point in time. This design was considered appropriate for this study since it helps the researcher collect data from a sample and make generalizations about the entire population in a short period of time at an extremely low cost (Spector, 2019). The design also helped to facilitate the use of questionnaires to collect quantifiable data on women leadership and community governance effectiveness in Mukono District local government.

A mixed method research approach was used that combines the use of both quantitative and qualitative methodologies to conduct an intensive investigation of the effect of women's leadership on local governance efficiency (Mohajan, 2018). Quantitative data was obtained through structured questionnaires assessing critical factors such as leadership behavior and governance outputs, including statistical analysis and pattern recognition (Bhardwaj, 2019). Qualitative data was gathered through key informant interviews with department heads to obtain a more profound understanding of the influence of women's leadership on service delivery, accountability, citizen engagement, and financial management (Wang & Cheng, 2020). A mixed-methods approach was adopted since it combines both methodologies, whereby quantitative data offers general trends while qualitative data provides specific explanations (Mohajan, 2018).

3.3 Study Area

The study was conducted in Mukono District Local Government located in Mukono district, Central Uganda. MDLG was chosen because of its administrative significance and the presence of women in leadership positions, making it a suitable context for examining the effect of women leadership on local governance performance in Uganda.

3.4 Study Population

A study population encompasses the entire group of individuals or entities pertinent to a research question, from which a sample is, selected (Naseri, 2021). The target population for this study comprised of 100 lower-level employees from the different departments in Mukono District Local Government, as recorded by the Human Resource Management Office (2026). Additionally, the 5 heads of these departments were targeted as key informants due to their strategic roles in ensuring women leadership in local governance in MDLG.

3.5 Sample size determination

A sample refers to a subset of the larger population that will participate in the survey (Althubaiti, 2023). According to Bujang (2021), a sample is a representative subgroup of the target population from which findings can be generalized. Hence, the sample size was determined using Slovin's formula (1960) as follows:

$$n = \frac{N}{1 + N(e)^2}$$

“n” is sample size, “N” is population, “e” is error (0.05) or level of confidence 95%

“N” (population) = 100 Lower level employees from the departments in MDLG

$$n = \frac{100}{1 + 100(0.05)^2}$$

$$n = \frac{100}{1 + 100(0.0025)}$$

$$n = \frac{100}{1 + 0.25}$$

$$n = \frac{100}{1.25}$$

n = 80 lower level employees from the departments in Mukono District Local Government (MDLG).

Therefore, the sample size was 80 selected employees from the departments in MDLG. More so, the study also included a sample of 5 key informants who are the heads of departments in MDLG. These were further represented in the table below;

Table 1: Study population, sample size and sampling techniques

Category of respondents	Population	Sample Size	Sampling Methods
Lower level employees MDLG	100	80	Simple random sampling
Heads of departments	5	5	Purposive sampling
Total	105	85	

Source: MDLG (2026)

3.6 Sampling Techniques

This research employed both simple random sampling and purposive sampling methods. The 80 lower-level employees from the departments in Mukono District Local Government were selected using the simple random sampling method to ensure fairness and representativeness. Simple random sampling entails choosing a sample from a population where each individual has an equal chance of being selected (Noor et al., 2022). By way of means of using simple random sampling, there may be assured of equal opportunities for each of the examined employee to join in the observation process, with no form of prejudice and considering that the outcomes may want to then be generalized to all of the low-degree workers in MDLG. This technique was selected due to the fact it guarantees impartiality.

On the contrary, the five heads of departments were chosen using purposive sampling. Purposive sampling means making decisions on selecting subjects entirely dependent on specific criteria critical for the research process and not randomly (Campbell et al., 2020). In this case study, the subjects were picked because of their strategic positions in the management structures of MDLG and because they have detailed knowledge about female leadership in the organization and the

implications that come with it in terms of MDLG's performance in community governance. Such individuals are selected deliberately to ensure specific information is obtained to meet the aims of the study.

3.7 Data Collection Methods

There were two ways of collecting data in this research. They are questionnaire survey and interview, which were defined in the next subsection below.

3.7.1 Questionnaire Survey

Following Amin et al. (2015), a survey refers to a self-completed research instrument meant to collect data on variables of interest. In this study, a survey instrument was used in order to collect quantitative data on women's leadership and local government performance in MDLG. The survey instrument comprised structured questions that sought information on the issues of the study. Through such an approach, it was possible to gather large amounts of data that can be used to measure leadership styles, service delivery, budgeting, and citizen participation (Ahuja, 2012).

3.7.2 Interviews

According to Jain (2021), interviews involve open-ended questions posed to key informants, allowing them ample opportunity to delve into the topic. They complemented and validated information gathered from questionnaire respondents and existing documents (Taherdoost, 2021), aiming to capture a comprehensive perspective on the subject. The interviews were conducted face-to-face and via telephone, utilizing both structured and semi-structured questions. Interviews were chosen for their ability to probe for additional information, seek clarification, and observe interviewees' expressions. Moreover, they enabled the researcher to address issues that other instruments might have missed but are considered essential for the study (Ruslin et al., 2022).

3.8 Data collection instruments

Two types of data collection instruments were used in the study. These included questionnaires, and interview guides which were briefly explained in the following subsection.

3.8.1 Questionnaires

A questionnaire served as the primary data collection instrument in this study, targeting lower-level employees from the departments in MDLG (Podgórecki, 2023). The questionnaire comprised structured items designed to systematically gather quantitative data on women leadership and local governance performance in MDLG. Participants were asked to respond to the study objectives. This methodological approach allowed for efficient data collection from a large sample size, facilitating quantitative analysis of the study variables (Ikart, 2019). The questionnaires utilized a Likert scale, ranging from 5 (Strongly Agree) to 1 (Strongly Disagree), and gathered data from the 80 lower-level employees in MDLG.

3.8.2 Key Informant Interview Guide

The key informant interview manual perhaps be employed since the device used to accumulate qualitative data via the leaders of departments (Taherdoost, 2021). Open-ended questions, which may include a number of queries to discover deeper perceptions, strategies, and struggles linked to the issues being researched by means of way of way of means of the participants in terms of women management and nearby authorities functionality, can be integrated into the key informant interview manual (Ahuja, 2009). With this device, a unique exploration of the study subject is feasible, together side the accumulation of contextual information which could now not totally be accumulated by way of way of quantitative approaches alone. Key issues covered via way of way of means of the manual shall relate directly to the aims of this study.

3.9 Validity and Reliability of Data Collection Instruments

3.9.1 Validity for Quantitative Research

Validity could be assessed to determine if the questions effectively capture the intended statistics (Sürücü & Maslakçı, 2020). Studies experts evaluated the questions to evaluate their ability to capture the intended responses. A content material Validity Index (CVI) was computed to establish the validity of the research tool. The researcher used the formulation under to decide the validity of the studies gadgets.

Content validity Index (CVI) = Relevant items by all judges as suitable

Total number of items judged.

3.9.2 Reliability for Quantitative Research

Reliability in research relates to the consistency, balance, and dependability of studies consequences, reflecting how properly consequences can be replicated or reproduced below comparable situations or via special researchers. The questionnaire's reliability was evaluated the usage of Cronbach's coefficient alpha (Mellinger & Hanson, 2020). A pilot took a look at involving five respondents could be performed, and the reliability evaluation can be finished using the Statistical bundle for the Social Sciences (SPSS). The subsequent method was used to calculate the Cronbach's coefficient alpha.

$$\alpha = \frac{k}{K-1} \left(\frac{1 - \sum SDi^2}{\sum SDt^2} \right)$$

Where α = coefficient alpha

$\sum SDi^2$ = sum variance of items

$\sum SDt^2$ = sum variance of scale

3.9.3 Validity and Reliability for Qualitative Research

The constraints that a qualitative researcher is faced with, in terms of his/her memory capacity, may affect the study's validity. To counteract this constraint, the researcher ensured he/she took distinct notes during the interview sessions. After each interview session, the researcher immediately analyzed the data collected to draw insights. The outcomes were shared with participants so that they can ensure that the data analysis accurately captures their responses. In addition, the researcher consulted her supervisor for validation of the results obtained (Coleman, 2022).

The reliability of a qualitative study can be established by conducting the experiment repeatedly in order to verify whether similar results are achieved. However, due to various constraints, including time constraints, the researcher did not have an opportunity to conduct the study again.

As such, it became difficult for the researcher to make any claims regarding the reliability of the study. The inability to perform the experiment several times means that it becomes impossible to establish if there is a level of consistency in the results (Hayashi et al., 2019).

3.10 Procedure of Data Collection

After defense of the idea, the researcher acquired an introductory letter from Uganda Christian University, and subsequently, she obtained permission from the Management of Mukono District Authorities to use them as case studies. She thereafter engaged several respondents and interview them while giving out questionnaires.

3.11 Data Analysis

3.11.1 Analysis of Quantitative Data

This was done by grouping the respondents into groups that were known as codes. This stage of data processing entailed sorting out the questionnaire forms, coding, and finally analyzing and tabulating the data through the use of Statistical Package for Social Sciences (SPSS) Version 25 (Jopling, 2019). SPSS was chosen due to its wide range of capabilities, from simple tabulation to advanced multivariate analysis, which made it very popular when undertaking quantitative data analysis both within the academic and industrial sectors. The effectiveness of the software in dealing with complex data and time-saving nature are additional reasons for choosing it by the researcher (Nazir, 2020).

In order to address the stated objectives, the information evaluation process included an analysis of the relationship and influence of the factors under consideration through quantitative information evaluation. The information evaluation process included the use of descriptive statistics to describe the information set in addition to statistical tests such as regression analysis to determine the extent to which the independent variables have contributed to the dependent variable (Pentang, 2021). Therefore, through SPSS, the researcher can analyze the relationship between the factors in question and hence be able to identify their contributions.

3.11.2 Analysis of Qualitative Data

Thematic analysis is a potential way of analyzing qualitative records in this study since it allows for the recognition, evaluation, and presentation of patterns (themes) within the records. In the first phase, the information was transcribed from the interviews and organized into sensible devices (Jackson et al., 2019). Then, the researcher coded those gadgets by using establishing key phrases or concepts that relate to the research goals. Thereafter, these codes were categorized into greater inclusive classifications or topics which can relate to the key factors of contribution in line with the studies goals. Software program like NVivo was also utilized in organizing and managing qualitative information, permitting for an orderly evaluation process (Ruggiano & Perry, 2019). The topics were evaluated based on their relevancy, prevalence, and relationships with the studies inquiries to provide insights on how different elements contribute to the legislation-making procedure. Finally, the findings were introduced, including illustrative quotations from the contributors to enrich the studies (Li & Zhang, 2022).

3.12 Ethical Consideration

Moral ideas steer studies a good way to make sure contributors are handled fairly and with recognize (Pietilä et al., 2020). On this observe, informed consent was acquired from all the respondents following an good enough clarification of the reason, strategies, and their rights, along with the right to withdraw at any time without penalty. Voluntariness in participation and not using force was ensured. Confidentiality and anonymity were ensured strictly by removing personal identifiers and keeping data in secure storage, such that responses were utilized solely for purposes of research and participants' identities are protected throughout the study.

Furthermore, the research adhered to the principles of non-maleficence and beneficence. Steps were taken to ensure any emotional or psychological upset was kept to the bare minimum by making procedures and questions suitable and sensitive for participants' experiences. The study attempted to contribute meaningful insights into the effects of internal control systems on operational performance at MTI, to the benefit of the firm as well as the wider academic community through implications on subsequent systems in operational performance.

3.13 Methodological constraints

Some respondents were willing to provide information because of being suspicious of where the information would be taken. This was solved through getting an introduction letter from the Dean which gave the respondents confidence that the information was for study purposes and responses were anonymous and were treated confidentially.

The researcher was limited by funds that were needed to facilitate the research such as motivating the respondents and printing fees. However, the researcher used self-initiatives and strategies to mobilize financial assistance from family and friends.

The researcher faced non-response bias which occurs when a portion of selected participants did not respond. This was solved by repeated follow-ups of the respondents and also involving class representatives to encourage their peers to enhance response rates. By addressing these potential issues, the study maintained its target sample size and improved the reliability of the findings.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

In this chapter, the research findings which have been generated through the analysis conducted in respect to the objectives of the study and in respect to the review literature are being presented and analyzed. For this purpose, an outcry survey has been conducted using questionnaires distributed among 80 low-level employees of the various departments within the MDLG along with interviews of the high level management within the local government such as heads of departments.

4.2 Findings on demographic characteristics of respondents

The following part provides the general background information on the respondents concerning their gender, age, highest educational qualification attained, and years of experience in MDLG, as depicted in the table below.

Table 2: Background Information about the respondents

Item	Description	Frequency	Percentage (%)
Gender	Male	46	57.5
	Female	34	42.5
	Total	80	100.0
Age bracket	21-30 years	22	27.5
	31-40 years	30	37.5
	41-50 years	20	25.0
	Above 50 years	8	10.0
	Total	80	100.0
Level of education	Diploma	14	17.5
	Bachelor's degree	28	35.0
	Master's degree	16	20.0
	Others	22	27.5

	Total	80	100.0
Period spent working with MDLG	1-5 years	24	30.0
	6-10 years	38	47.5
	Above 10 years	18	22.5
	Total	80	100.0

Source: *Primary data*

According to the data in table 2 above, it can be seen that most of the respondents are men accounting for 57.5% while women account for 42.5%. It means that the number of male respondents is greater than that of female respondents. The fairly large percentage of female respondents means that the respondent sample had balanced genders and different views related to contract management and project accomplishment in Mukono District Local Government.

The highest number of respondents was from the age range of 31-40 years accounting for 37.5%, and this was followed by respondents aged between 21-30 years accounting for 27.5%. Those respondents aged between 41-50 years made up 25.0%, and the least was made up of respondents who were above 50 years, accounting for 10.0%. It means that most of the respondents belonged to economically productive age brackets.

From the findings, it is clear that those who hold a Bachelor's degree constitute the highest percentage, being 35.0%, followed by others who comprise 27.5%. Those who had a Master's degree made up 20.0% of the total sample, whereas those who held Diploma constituted 17.5% of the total number. This indicates that the majority of the respondents were highly educated, having undergraduate and post-graduate qualifications to enhance their understanding on contract management practices and how these affect the completion of projects.

Finally, from the findings, it can be noted that the majority of the respondents have worked in MDLG for 6–10 years, constituting 47.5%, followed by 1–5 years, making up 30.0%. Those respondents who worked in MDLG for more than 10 years constituted 22.5% of the total sample. This indicates that most respondents have vast experiences regarding contract management practices and how these affect project completion in the district.

4.3 Effect of women leadership styles on citizen participation in government programmes

Table 3 summarizes respondents' responses the effect of women leadership styles on citizen participation in government programmes in MDLG by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 3: Effect of women leadership styles on citizen participation in government programmes in MDLG

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
Women leaders in MDLG encourage community members to participate in decision-making processes.	42 52.5%	24 30.0%	00	10 12.5%	4 5.0%
Participatory leadership styles adopted by women leaders increase public attendance in government programmes.	23 28.8%	35 43.7%	6 7.5%	11 13.7%	5 6.3%
Women leaders effectively engage citizens through consultations and feedback mechanisms.	19 23.7%	38 47.5%	7 8.8%	15 18.7%	1 1.3%
Transformational leadership by women leaders motivates citizens to actively support local initiatives.	21 26.3%	34 42.5%	5 6.3%	20 25.0%	00
Women leaders promote open communication that enhances citizen involvement in governance activities.	23 28.8%	35 43.7%	10 12.5%	12 15.0%	00
Leadership approaches used by women leaders strengthen collaboration between the community and local government.	24 30.0%	40 50.0%	00	16 20.0%	00

Source: *Primary data*

Table 3 represents the descriptive statistics on the effect of women leadership styles on citizen participation in government programmes in MDLG. The findings found that 82.5% of the respondents indicated agreement with the proposition that female leaders at MDLG influence the community members to be actively involved in the decision-making process, while 17.5% disagreed with the same statement. It shows that the majority of employees view the female

leaders to be actively promoting the involvement of citizens in the government process. It means that when women promote participation, it promotes inclusivity in the decision-making process, ensures community involvement in the government programs, and promotes legitimacy in the local government processes at MDLG.

The findings found that 72.5% of the respondents were in agreement with the proposition that participatory leadership practiced by the female leaders leads to the attendance of the community members in the government programs, while 20.0% disagreed with the statement and 7.5% had no idea about this. It suggests that most of the employees believed that participatory leadership promotes attendance of the citizens in government activities.

From the results, it was observed that 71.2% of the respondents believed that women leaders were good at engaging their citizens through consultations and feedback, whereas 20.0% disagreed and 8.8% were uncertain. This means that a considerable percentage believes in the ability of women leaders to engage the citizens through effective communication channels. It means that consultations and feedback processes contribute to making responsive governance, improving accountability, and increasing citizen participation in governance activities within MDLG.

The survey results showed that 68.8% of the respondents strongly agreed that transformational leadership practiced by women leaders encourages the citizens to actively support the local initiatives. However, 25.0% of the respondents disagreed and 6.3% were uncertain about the same. This means that a majority of the respondents have a positive belief in the contribution of transformational leadership in motivating the citizens.

The results indicated that 72.5% of the participants believed that female leaders encourage open communication that fosters active participation in governance initiatives by the citizens, while 15.0% did not agree, and 12.5% were uncertain. It means that most of the participants believe that open communication is an important facilitator for active citizenship. In this case, open communication builds better trust and relationship between leaders and citizens; hence, fostering active participation in governance initiatives at MDLG.

In addition, the results showed that 80.0% of the participants agreed that women leadership encourages better collaboration between the community and local governments, while 20.0% did

not agree. Hence, it can be concluded that many employees consider women leadership to be an effective catalyst for improving collaboration between citizens and local governments. In this case, improved collaboration helps in effective problem solving and service responsiveness in MDLG governance initiatives.

All things considered, it is clear from the analysis of data collected that women's leadership styles have a powerful impact on the involvement of citizens in government programs in MDLG, as the level of agreement recorded with each statement was very high. The findings prove that the participative, transformational, and communication-based leadership of women greatly facilitates the involvement and collaboration of the citizens. It, therefore, means that improvement in women's leadership styles would greatly boost citizen participation.

4.3.1 Women leadership styles and citizen participation in government programmes

From the interviews conducted with the top management who are the heads of departments in Mukono District Local Government (MDLG), they were asked for their views on how women leadership styles influence citizen participation in government programmes in MDLG and their responses were as follows;

According to the key informants from Mukono District Local Government, female leadership practices have a positive effect on citizen involvement in the government programs through inclusive leadership methods. The key informants highlighted that most women leaders have been seen to create platforms that allow people in the community to air their views during the planning and implementation of various programs. From the responses provided by some of the heads of departments, it is evident that due to their inclusive nature, people feel valued by the government and are able to participate in government programs such as community dialogues. One of the key informants had this to say;

“.....Women leaders in our departments tend to bring people closer to government because they listen more and involve communities in decision-making processes.....” **Key informant 1**

Transformational leadership styles used by women leaders in MDLG were also mentioned as a critical feature since it motivates the citizens to participate in government programs. The key informants stated that through motivational approaches and awareness campaigns, women leaders ensure that the citizens appreciate the importance of being active members of local development programs. Such a motivational strategy proved to be useful in enhancing the citizens' presence during sensitization meetings and participation in development programs like health campaigns, sanitation programs, and educational programs. Therefore, citizen participation in government programs not only increases quantitatively but also qualitatively. One of the key informants had this to say;

“.....Women leaders usually encourage communities to take part in government programmes by continuously sensitizing and motivating them about the benefits of participation.....” **Key informant 2**

In addition, the interviewees mentioned that the leadership style of women leaders promotes trust and accountability, which indirectly contributes to enhancing citizen participation in MDLG programs. The key informants indicated that leaders who are transparent and responsive to citizens' concerns promote participation because citizens trust the local government institutions to provide tangible benefits from their participation. Heads of departments indicated that women leaders are always reliable in giving citizens feedback on various matters and follow up on their needs, thus promoting citizen participation in government programs. One of the key informants had this to say;

“.....Citizens are more willing to participate when leaders are transparent and responsive, and many women leaders have demonstrated these qualities in their departments.....” **Key informant 3**

But equally, it was evident from some of the key informants that the impact of women's leadership styles on the level of citizen participation might be influenced by other forces like cultural beliefs and political dynamics. It was observed that despite the shift in these perceptions, cultural expectations might inhibit citizen responses to women leaders in some settings. Nevertheless, the majority of the respondents concurred that women's leadership styles positively

affect citizen participation by ensuring open communication and responsiveness. One of the key informants had this to say;

“.....Although some cultural attitudes still affect how communities respond to women leaders, many citizens are gradually appreciating the contribution of women in local governance.....” **Key informant 4**

4.4 Effect of women representation on service delivery in local government programmes

Table 4 summarizes respondents’ responses on the effect of women representation on service delivery in local government programmes in MDLG by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 4: Effect of women representation on service delivery in local government programmes in MDLG

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
Increased representation of women in leadership positions has improved service delivery in MDLG.	20 25.0%	58 72.5%	2 2.5%	00	00
Women leaders prioritize community needs in the provision of public services.	14 17.5%	63 78.8%	3 3.8%	00	00
The presence of women in leadership has enhanced the quality of services offered in MDLG.	22 27.5%	54 67.5%	2 2.5%	2 2.5%	00
Women leaders ensure equitable distribution of services across different communities.	19 23.8%	57 71.3%	4 5.0%	00	00
Women representation in MDLG has contributed to timely delivery of government programmes.	16 20.0%	49 61.3%	00	15 18.7%	00
The involvement of women leaders has improved responsiveness to citizens’ service needs.	19 23.8%	57 71.3%	4 5.0%	00	00

Source: Primary data

Table 4 represents the descriptive statistics on the effect of women representation on service delivery in local government programmes in MDLG. According to the findings, 97.5% of the participants believed that women leadership representation in management contributes to the effective service delivery in MDLG while only 2.5% had no idea. This shows the agreement among the majority of employees that women representation in management is essential for service delivery success. From the findings, the increase in women's representation in the management leads to efficiency and effectiveness in the delivery of public services in MDLG.

According to the findings, 96.3% of the respondents agreed that women leaders are focused on meeting the needs of the communities when delivering the public services while only 3.8% were not sure. This shows that the majority of employees strongly believe that women leaders focus on the needs of the communities in their service delivery. From the findings, women leaders consider the needs of the community when delivering public services in MDLG.

It was evident that 95.0% of the respondents felt that women representation has improved the quality of services delivered by MDLG, where 2.5% were in disagreement, while 2.5% were not certain about this fact. These results indicate that there is a large number of employees who are aware of the role played by women in improving service quality within MDLG. This is an implication that women's representation within leadership contributes to professionalism, accountability, and efficiency during service delivery.

It was also noted that 95.0% of the respondents agreed that women leaders play a key role in ensuring that service delivery becomes balanced, as far as all communities are concerned, while 5.0% were not sure. This result signifies the fact that women leaders are perceived as catalysts of service equity within MDLG. Therefore, their representation is crucial in ensuring balanced development among various communities in MDLG.

According to the results presented in the table above, 81.3% of the respondents agreed that women in MDLG have helped in the timely implementation of government programmes, while 18.7% disagreed. These results signify the view held by most employees regarding the importance of women leaders in enhancing the speed of government programmes' implementation.

These results indicated that 95.1% of the respondents agreed that the role played by women leaders in the district had contributed positively to increased responsiveness to the service needs of the people, while 5.0% were unsure. This clearly shows that most of the respondents recognize strongly the responsiveness role of the women leaders in service delivery. This therefore suggests that women leaders improve the feedback responsiveness and consequently improve satisfaction among citizens in MDLG.

In summary, these results clearly suggest that women representation has an extremely strong positive impact on service delivery in MDLG as there was consistent high agreement across all statements in the questionnaire. The results clearly indicate that women play an important role in improving service delivery in terms of quality, responsiveness, and promptness of government services. Therefore, having more women representatives in MDLG would be necessary for improving service delivery.

4.4.1 Women representation in leadership positions and service delivery

From the interviews conducted with the top management who are the heads of departments in Mukono District Local Government (MDLG), they were asked for their views on how women representation in leadership positions affect service delivery in MDLG and their responses were as follows;

Most key informants in MDLG indicated that the presence of women in leadership roles has been instrumental in contributing positively to service delivery in most of the government departments. The respondents explained that the inclusion of women in the leadership structure has facilitated an improved approach in service delivery, especially within the health sector, education sector, and social service sectors. Heads of departments stated that women in leadership roles pay much attention to being responsive to citizens' demands, hence making the service delivery process become more effective. One of the key informants had this to say;

“.....With more women in leadership, we have seen a stronger focus on community needs, especially in health and social services delivery.....” **Key informant 1**

In addition, the respondents have further pointed out that women representation helps improve efficiency and fairness in the distribution of public services. The respondents stated that women

leaders tend to be more attentive to issues of equity during service delivery, and hence they manage to ensure that the vulnerable segments in society are not left behind. This is attributed to the efforts by women leaders who encourage teamwork and coordination among employees at work places. One of the key informants had this to say;

“.....Women leaders are usually more concerned about ensuring that services reach all categories of people fairly, including vulnerable groups in the communities.....” **Key informant 2**

Furthermore, another aspect raised by key informants was that women participation in leadership roles makes it easier for there to be follow-up and accountability systems, hence contributing to effective service delivery indirectly. This is because the women in the leadership positions will ensure that the process of delivering the services has been followed properly throughout the implementation stage and that all activities have been done as scheduled. As such, it has led to improvements in the performance of local government programs in terms of meeting set targets and addressing the service gaps within the communities. One of the key informants had this to say;

“.....Women leaders tend to follow up more on service delivery activities, which has helped improve efficiency and accountability in our departments.....” **Key informant 3**

On the contrary, it should be pointed out that, despite the contribution of women participation to the improvement of service delivery, this process is also affected by other aspects within MDLG such as financial constraints and administration. Nevertheless, most of the key informants have expressed their views in agreement that women participation has been instrumental in enhancing service delivery by increasing priority and responsiveness. One of the key informants had this to say;

“.....Women leaders tend to follow up more on service delivery activities, which has helped improve efficiency and accountability in our departments.....” **Key informant 4**

4.5 Effect of women leadership on accountability in local government programmes in MDLG

Table 5 summarizes respondents' responses on the effect of women leadership on accountability in local government programmes in MDLG by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 5: Effect of women leadership on accountability in local government programmes in MDLG

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SD
	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)	Freq. (%)
Women leaders in MDLG promote transparency in the management of public resources.	23 28.8%	51 63.8%	4 5.0%	1 1.3%	1 1.3%
Women leadership has strengthened accountability mechanisms in local government programmes.	19 23.8%	53 66.3%	7 8.8%	00 0.0%	1 1.3%
Women leaders ensure proper monitoring and reporting of government activities.	21 26.3%	54 67.5%	4 5.0%	1 1.3%	00 0.0%
The presence of women in leadership positions reduces misuse of public funds.	23 28.8%	51 63.8%	4 5.0%	2 2.6%	00 0.0%
Women leaders encourage ethical practices in the implementation of government programmes.	20 25.0%	58 72.5%	2 2.5%	00 0.0%	00 0.0%
Women leadership enhances responsibility among staff in executing their duties.	19 23.8%	57 71.3%	4 5.0%	00 0.0%	00 0.0%

Source: *Primary data*

Table 5 represents the descriptive statistics on the effect of women leadership on accountability in local government programmes in MDLG. Results showed that 97.5% of the respondents concurred that women leaders are responsible for ensuring ethics in the implementation of government programs, while 2.5% did not agree with the statement. From this result, it can be observed that majority of employees feel women leaders play a vital role in promoting ethical

practices in programme implementation. This means women leadership fosters integrity, discourages unethical practices, and promotes equality during programme implementation, making MDLG benefit from improved governance.

Result showed that 95.1% of the respondents agreed that women leadership fostered greater staff responsibility in discharging their duties, while 5.0% were unsure. This result shows that many respondents feel women leaders are responsible for ensuring employees discharge their roles responsibly and ethically. It means women leadership fosters greater staff responsibility and makes programme implementation efficient in MDLG.

It was found that 93.8% of respondents agreed that women leaders ensure proper monitoring and reporting of government activities, 5.0% were unsure, and 1.3% disagreed. It shows that women leadership is considered to be quite successful in terms of strengthening the monitoring and reporting process. This means that an improved monitoring and reporting process promotes transparency, ensures there are no deviations in implementation of government programs, and increases accountability at MDLG.

As for the effectiveness of women leaders in enhancing the accountability process, it was found that 90.1% of respondents agree that women leadership improves accountability mechanisms, 8.8% were unsure, and 1.3% disagreed. It means that a large number of employees understand the need for such women leaders. In this case, improved accountability mechanisms result in an increase in supervision and improved reporting, which minimizes the abuse of power and improves governance performance at MDLG.

Finally, as for the influence of women leaders on transparency in the management of resources in MDLG, it was found that 92.6% of respondents agreed that women leaders promote transparency in the management of public resources, 5.0% were unsure, and 2.6% disagreed. Thus, transparency is largely attributed to women leaders in the organization.

It was found out that 92.6% of the participants agreed that women leadership ensures proper use of public money while 5.0% did not have any idea regarding the matter and only 2.6% disagreed. Thus, there is a clear indication that women leadership plays a key role in promoting financial discipline. It means that women leadership helps to control financial abuse, budget discipline,

and ensure proper use of the public money in development endeavors. Therefore, women leadership increases accountability in MDLG.

From the results above, there is a very strong positive relationship between women leadership and accountability in local government programs in MDLG because of a high level of agreements from the participants. From the results, women leadership plays an important role in enhancing transparency, ensuring accountability system, proper monitoring and reporting, good practices, and ensuring that public money is well spent in MDLG. Hence, the implications of the above results show that women leadership improves governance.

4.5.1 Women Leadership and Accountability Practices in MDLG

From the interviews conducted with the top management who are the heads of departments in Mukono District Local Government (MDLG), they were asked for their views on how women leadership influence accountability practices in MDLG and their responses were as follows;

Key informants from Mukono District Local Government revealed that women leadership plays a critical role in promoting accountability in the district. The informants stated that women leaders are inclined to ensure that the operations are characterized by transparency in the allocation and management of resources. Heads of different departments in the government institutions confirmed that women leadership has helped to structure reporting processes and improve the level of accountability. The accountability practice has been facilitated through the involvement of women in the monitoring of government programs. One of the key informants had this to say;

“.....Women leaders in our departments insist on proper documentation and reporting, which has improved transparency in how we handle public resources.....” **Key informant 5**

In addition, the informants revealed that women leadership promotes the monitoring and evaluation aspects of accountability. It was reported that the women leaders are very sensitive to follow-ups to ensure that projects planned and funded are completed as envisaged during planning and budgeting process. Department heads cited that the women leaders have minimized

the problem of incomplete or unimplemented government programs. This is achieved through ensuring that staff members report regularly. One of the key informants had this to say;

“.....There is generally stronger follow-up and supervision under women leadership, which has helped improve accountability in programme implementation.....” **Key informant 1**

Furthermore, some of the key informants mentioned that women leadership leads to ethics and less corruption in the use of public funds at MDLG. They said that women leaders have been known to prevent their subordinates from engaging in corruption and have urged them to follow the laid-down procedures and norms within MDLG. It has enabled the workers to be disciplined and responsible in their work in different departments. One of the key informants had this to say;

“.....Women leaders normally emphasize ethical behaviour and encourage staff to follow proper procedures when implementing government activities.....” **Key informant 2**

At the same time, it should be noted that accountability under women leadership can be affected by many factors. In this regard, some of the informants suggested that even with good leadership skills, the lack of adequate resources and outside pressure may hinder the process of accountability. Nevertheless, it should be admitted that most of the heads of different departments stated that women leadership helps strengthen accountability significantly. One of the key informants had this to say;

“.....Even with strong leadership from women, accountability systems can still face challenges due to limited resources and outside interference in some government activities.....” **Key informant 3**

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

This chapter offers the discussion of findings based on the objectives of the study. The chapter offered different perspectives to justify the findings that may have led to the observed results from the work done by other scholars. In addition, this study was conducted based on five main objectives. The findings related to the objectives were obtained. The discussions have been presented with respect to the objectives of the study as follows;

5.2 Contribution of contract evaluation on project completion in MDLG

The research findings indicate that there is a positive correlation between women leadership styles and citizen participation in government programs in the Local Government Council of Mukono District. This is because leadership styles such as participatory leadership, transformational leadership, and communication-based leadership styles promote inclusiveness, transparency, and citizen participation in government affairs. These findings correlate with the findings made by Rizki and Kurniawan (2023) that showed that participatory and inclusive leadership styles embraced by women have improved citizen participation in public sector programs through increased transparency and communication. Also, the results align with those of Bekele & Nigatu (2023), who found out that women leaders have encouraged citizens to be involved in decision making processes. The findings further correlate with Balaguer-Coll & Ivanova-Toneva (2021) who state that women leaders improve openness and accountability; therefore, increasing public sector participation in the government process. However, the results deviate to some extent from those of Mohamed (2023). The researcher found that cultural and social restrictions limit the level of influence of women leaders in encouraging citizens' participation.

The results indicated that female leadership styles, especially transformational leadership styles, positively impacted citizen participation in government programs and developmental initiatives. These results are supported by the literature review where Azizuddin and Shamsuzzoha (2024) contended that female leaders within local governance environments in South and Southeast Asia

employed motivational and collaboration strategies that increased participation of the grassroots level in development projects. Furthermore, Rahman and Tasnim (2023) reported that female leaders that focus on awareness campaigns and outreach were successful in increasing citizen participation in governance programs. These findings corroborate the assertion made by Goldfinch et al. (2023) where they highlighted that participative leadership practices helped build trust among citizens and motivated them to participate actively within local governance structures. On the contrary, Tripp (2023) offered an opposing perspective where she observed that political and institutional dynamics in Uganda could hinder the effective performance of female leaders but noted that such challenges had less influence compared to the positive impacts of their leadership styles.

The results of the research show that the use of women leadership styles encourages collaboration between residents and the local government, thus promoting participatory governance and community ownership of development programs. The above results correspond to previous studies, such as those conducted by Nelima et al. (2024), which demonstrate that collaborative leadership styles lead to improved engagement results due to feedback loops and decision-making processes. Kyohairwe et al. (2024) showed that participatory governance in Uganda could be further improved through the use of inclusive leadership practices that encourage resident participation in local government projects. The above findings are also consistent with Zaitul et al. (2023), who argue that inclusive leadership leads to increased cooperation and trust between local governments and their communities, improving the efficiency of governance. At the same time, according to Johannes et al. (2022), representation is not enough unless there are appropriate institutional arrangements, which partially contradicts the research results that prove the importance of women leadership styles.

5.3 Contribution of risk management on project completion in MDLG

The research findings show that the presence of women in leadership roles in the Mukono District Local Government positively influences service delivery in terms of quality, punctuality, equity, and responsiveness through prioritization of community needs and improved implementation of government policies. The results are consistent with the works of Akirav (2021), which indicate that women's increased participation in local government organizations enhances service delivery since they emphasize social welfare and citizen-oriented services.

Additionally, the findings are in agreement with those of UN Women (2021), which indicate that women's representation in local government institutions is associated with improved responsiveness and inclusivity in public service delivery in social spheres such as healthcare and education. Moreover, Bhattacharya (2024) shows that women leaders enhance service delivery by emphasizing community priorities and improved administration of service delivery programs. Conversely, Mohamed (2023) argues that socio-cultural factors restrict women leaders from effectively shaping the outcome of public service delivery in various sectors, but this limitation does not seem to be evident in the current research.

From the findings obtained from this research, it can be seen that women representation contributes to fairness, coordination, teamwork, and accountability within the service delivery process, which leads to more equal distribution of public services. The results obtained from this research correlate with previous findings of Balaguer-Coll & Ivanova-Toneva (2021), who found that women leaders increase transparency and accountability in local government, and this improves service delivery quality and fairness. In addition, Rizki & Kurniawan (2023) discovered that women leadership positively contributes to effective public service delivery through proper governance techniques such as accountability and efficient allocation of resources. Furthermore, the results coincide with findings of Fahmiati & Priyambodo (2025), who discovered that women leadership positively influences financial discipline and institutional performance, thus improving service delivery efficiency. Nevertheless, Johannes et al. (2022) warn that merely representation does not lead to improvement in performance without proper institutional capability. This finding is somewhat different from the current results, where representation directly impacts service delivery positively and significantly.

The results of the research indicate that women representation promotes coordination, monitoring, and follow-up measures, improving the efficiency of planning and timely implementation of government programs in MDLG. The study results agree with those presented in the works of Kyohairwe et al. (2024), where the importance of effective leadership practices within the Ugandan local government is highlighted as a means of enhancing administrative coordination. In addition, Nelima et al. (2024) discovered that different leadership styles, including those typical for female leaders, have a positive effect on the performance of organizations due to increased levels of supervising and cooperation. The study results also

support those provided by Goldfinch et al. (2023) regarding the importance of good governance practices and effective leadership in promoting efficient service delivery and citizens' trust in governmental bodies. At the same time, the results disagree with those presented in the work of Tripp (2023), where it is suggested that political and institutional factors in Uganda may negatively affect women leaders' efficiency in service delivery; however, such an aspect was not taken into account in the present study.

5.4 Contribution of contract monitoring on project completion in MDLG

The research results have indicated that women leadership contributes greatly towards the improvement of transparency, monitoring, reporting mechanisms and ethics leading to enhanced accountability of public resource utilization in the local government of Mukono District. The research results correspond to the existing literature by Balaguer-Coll and Ivanova-Toneva (2021), who established that the leadership of women in local government increases transparency and accountability practices, hence efficiency. Further, the results correspond to those of Rizki and Kurniawan (2023), who concluded that the leadership of women in local governments enhances governance through the adoption of more efficient accountability systems. Besides, Fahmiati and Priyambodo (2025) posit that women leaders increase financial discipline and monitoring system, leading to enhanced accountability in public institutions. However, Johannes et al. (2022) provide a different point of view when they assert that mere representation is insufficient for achieving efficiency unless there are effective institutional arrangements.

Results from this study show that the presence of women leaders promotes ethics, employee responsibility, and controls, leading to greater discipline and prevention of the abuse of public funds in MDLG. This is consistent with Akirav (2021), who states that women in leadership positions tend to encourage civic governance approaches involving accountability and ethics. Also, Aziz et al. (2020) found that women's leadership leads to better governance due to increased transparency and accountability in ethical decision-making processes. Findings from this research also support those made by Bhattacharya (2024), whereby women's leadership promotes organizational accountability through proper supervision and responsible management. Nevertheless, Mohamed (2023) offers a different viewpoint by stating that socio-political issues could constrain women leaders in achieving accountability in their organizations, although such constraints were not evident in the present research since more positive outcomes were observed.

The results indicate that women's leadership enhances the effectiveness of monitoring, supervision, documentation, and follow-up mechanisms, thereby enhancing the practice of accountability in local government programs. The results resonate with the works of Kyohairwe et al. (2024), who argue that successful local governance in Uganda requires robust systems of oversight and administrative accountability to ensure efficient policy implementation. In addition, Nelima et al. (2024) have discovered that leadership behaviors focused on supervision and coordination positively contribute to organizational efficiency and accountability in local government institutions. The results further correspond to those presented by Goldfinch et al. (2023), who observe that well-managed governance processes, such as participatory leadership and accountability mechanisms, foster trust in governmental bodies. Contrary to these findings, Tripp (2023) offers a dissenting viewpoint and points out that political interference and institutional shortcomings in Uganda often weaken accountability systems despite the participation of women leaders.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter includes the summary of findings in relation to the literature. It also summarizes all findings reported in chapter four according to questions of the study, draws conclusions, suggests recommendations and also proposes some areas for further study.

6.2 Summary of findings

6.2.1 Contribution of contract evaluation on project completion in MDLG

Conclusions based on findings of quantitative and qualitative data show that women's leadership styles have a great impact on the level of citizen participation in government programs within Mukono District Local Government. Findings prove that transformational, participative, and communication oriented leadership styles practiced by women contribute greatly towards the level of participation in decision making, attendance at government programs, and consultation and feedback mechanism respectively. Respondents and key informants both agreed on the fact that women leaders foster inclusivity, trust, and communication which enable citizens to participate effectively in local governance programs. Further, it has been found that women leadership contributes towards effective collaboration between community and local government hence better ownership of development programs. Despite the above findings, a few external factors including cultural and political aspects were seen to hinder maximum participation. In conclusion, women's leadership styles significantly contribute to citizen participation which is important in improving local governance performance within MDLG.

6.2.2 Contribution of risk management on project completion in MDLG

The outcomes from both the quantitative and qualitative data show that women representation in leadership roles is extremely influential in the provision of services in MDLG. In particular, it has been found that the majority of people surveyed believed that women representation is instrumental in increasing the quality and speed of services. Also, women leaders are known to take into account needs of the local community and make sure that services are distributed

equally among all residents. Additionally, women leaders are known to make the process of implementing government programs much more efficient. Finally, according to the conducted interviews, women leaders also play an important role in fostering teamwork and accountability when it comes to providing services. On the other hand, it has been mentioned that women representatives cannot be considered totally influential due to some limitations related to resources and administrative issues.

6.2.3 Contribution of contract monitoring on project completion in MDLG

From the analyses made using the quantitative and qualitative data, it is evident that women leadership has a tremendous positive influence on the performance of accountability in the Mukono District Local Government. From the analyses, it is apparent that most of the participants were strongly in agreement that women leadership encourages transparency, accountability mechanisms, documentation, monitoring and reporting, ethics, and prevents corruption and misuse of public property. In addition to that, it was revealed from the interviews that women leadership fosters documentation, supervision, follow-ups, and internal controls, which make the process of accountability much more systematic. Additionally, it was indicated that women leadership encourages ethics and fosters responsibility among workers, hence making them disciplined. Nevertheless, even though there were some positive impacts, there were some obstacles to accountability performance such as lack of resources and external interference that were observed in the MDLG institution and politics.

6.3 Conclusions

It can be argued from the research that female leadership styles have a considerable impact on promoting participation in governmental programs in Mukono District Local Government. It has been noted that women leadership styles characterized by participation, transformational, and communication help to foster inclusiveness, openness, and trust between the citizens and local government. As a result of women's leadership styles, greater participation of people in making decisions becomes possible. Women leadership plays an important part in fostering cooperation and collaboration between citizens and local government and improves overall governance performance.

Further, the study finds that the representation of women in leadership roles has a great and transformative impact on service delivery in Mukono District Local Government. The involvement of women in leadership improves the efficiency, timely response, and fairness in public services delivery since women in leadership consider the community interests and ensure fair resource allocation. Besides, the inclusion of women in government affairs helps improve coordination, collaboration, accountability, and follow-up mechanisms in government offices to ensure better planning and implementation of programs. Although some difficulties like limited resources and administrative obstacles may arise, the findings prove that increasing women representation is vital in enhancing service delivery.

Lastly, the study finds out that there is a positive correlation between women leadership and good accountability in Mukono District Local Government. Women leaders help to bring about more accountability through transparency, integrity, and the development of proper reporting mechanisms. Furthermore, women leaders help in improving internal control procedures, documentation, supervision, and accountability, hence enhancing discipline in the organization. Despite problems such as lack of adequate resources and interference from outsiders which might hamper the development of accountability mechanisms, the general conclusions indicate that women leadership has a vital role in promoting accountability and improving governance performance.

6.4 Recommendations

Based on the findings of the study, the following recommendations have been found necessary concerning the effect of women leadership on local governance performance in Uganda; a case of Mukono District Local Government (MDLG).

The study therefore suggests that Mukono District Local Government should consciously develop and nurture women leaders in every level of governance, through equal chances in recruitment, promotion, and appointments. This will enable the benefits associated with women leadership in relation to citizens' participation and delivery of services to be fully tapped in all sectors.

The District should institutionalize participatory and inclusive forms of leadership which include the ones commonly embraced by women leaders. Examples include consulting communities,

feedback channels, and forums for collective decision making. These measures will help improve citizen participation and foster community ownership of government programs.

Mukono District Local Government should engage in capacity building initiatives to develop women leaders' leadership, communication, and management skills. The improved capacities will enable them to manage the coordination of their teams and service delivery processes.

The research suggests that the local government needs to make proper arrangements for resource distribution and support mechanisms that will help the women leaders deliver services more efficiently. By doing so, they will become more efficient, timely, and equitable in their service delivery.

The local government must ensure accountability and internal controls by encouraging transparency, monitoring, and enforcing ethical standards. Doing so will ensure that the achievements gained by women leadership in reducing misappropriation of public funds are consolidated.

6.5 Areas for further research

In future, research could investigate the role of women leaders in improving governance performance in other areas of Uganda apart from Mukono District Local Government, thus allowing comparison and wider generalization of the results.

Another area that could be researched is the impact of institutional and political variables including availability of resources, political meddling, and structure of administration on the impact of women leadership on governance performance in local government.

Moreover, it would be important to consider the influence of culture and society on the success of women leadership in fostering citizen participation and good governance in other regions of Uganda.

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APPENDICES

Appendix 1: Questionnaire

For Employees of Mukono District Local Government

Introduction

Dear Respondent,

I am Ainembabazi Miriam a bachelor's student of Governance and International Relations from Uganda Christian University-Mukono conducting a research on "The effect of women leadership on local governance performance in Uganda; a case of Mukono District Local Government". You have been selected to participate in this study because the contribution you make to your organization is central to the kind of information required. The information you provide is solely for academic purposes and will be treated with utmost confidentiality.

Please kindly spare some few minutes to respond to the following questions.

Section A: Background Data

Please TICK the numbers representing the most appropriate responses for you in respect of the following items:

1. What is your gender?

a) Male ☐

b) Female ☐

2. What is your age?

a) 21-30 years ☐

b) 31 -40 years ☐

c) 41-50 years ☐

d) Above 50 years ☐

3. What is your education level?

a) Certificate ☐

b) Diploma ☐

c) Degree ☐

d) Masters ☐

e) Others specify:.....

4. How long have you been working in Mukono District Local Government?

a) Less than 1 year b) 1-5 years

c) 6-10 years d) Above 10 years

Section B: The effect of women leadership styles on citizen participation in government programmes in MDLG

Rate your degree of agreement on the effect of women leadership styles on citizen participation in government programmes in MDLG using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Statements	5	4	3	2	1
1	Women leaders in MDLG encourage community members to participate in decision-making processes.					
2	Participatory leadership styles adopted by women leaders increase public attendance in government programmes.					
3	Women leaders effectively engage citizens through consultations and feedback mechanisms.					
4	Transformational leadership by women leaders motivates citizens to actively support local initiatives.					
5	Women leaders promote open communication that enhances citizen involvement in governance activities.					
6	Leadership approaches used by women leaders strengthen collaboration between the community and local government.					

Suggest any other effect of women leadership styles on citizen participation in government programmes in MDLG other than the ones mentioned above?

.....
.....

Section C: The effect of women representation on service delivery in local government programmes in MDLG

Rate your degree of agreement on the effect of women representation on service delivery in local government programmes in MDLG using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Statements	5	4	3	2	1
1	Increased representation of women in leadership positions has improved service delivery in MDLG.					
2	Women leaders prioritize community needs in the provision of public services.					
3	The presence of women in leadership has enhanced the quality of services offered in MDLG.					
4	Women leaders ensure equitable distribution of services across different communities.					
5	Women representation in MDLG has contributed to timely delivery of government programmes.					
6	The involvement of women leaders has improved responsiveness to citizens' service needs.					

Suggest any other effect of women representation on service delivery in local government programmes in MDLG other than the ones mentioned above?

.....

Section D: The effect of women leadership on accountability in local government programmes in MDLG

Rate your degree of agreement on the effect of women leadership on accountability in local government programmes in MDLG using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Statements	5	4	3	2	1
1	Women leaders in MDLG promote transparency in the management of public resources.					
2	Women leadership has strengthened accountability mechanisms in local government programmes.					
3	Women leaders ensure proper monitoring and reporting of government activities.					
4	The presence of women in leadership positions reduces misuse of public funds.					
5	Women leaders encourage ethical practices in the implementation of government programmes.					
6	Women leadership enhances responsibility among staff in executing their duties.					

Suggest any other the effect of women leadership on accountability in local government programmes in MDLG other than the ones mentioned above?

.....

Thank you very much for your cooperation

Appendix 2: Interview Guide

For Heads of Departments in Mukono District Local Government

Introduction

Dear Respondent,

I am Ainembabazi Miriam a bachelor's student of Governance and International Relations from Uganda Christian University-Mukono conducting a research on "The effect of women leadership on local governance performance in Uganda; a case of Mukono District Local Government". You have been selected to participate in this study because the contribution you make to your organization is central to the kind of information required. The information you provide is solely for academic purposes and will be treated with utmost confidentiality.

Please kindly spare some few minutes to respond to the following questions.

Section A: Introductions

1. Tell me about yourself (*gender, age, level of education*)
2. What position do you hold in Mukono District Local Government?
3. How long have you worked with Mukono District Local Government?

Section B: The effect of women leadership styles on citizen participation in government programmes in MDLG

4. How do women leadership styles influence citizen participation in government programmes in MDLG?
5. What strategies do women leaders use to encourage community involvement in decision-making processes?

Section C: The effect of women representation on service delivery in local government programmes in MDLG

6. How does women representation in leadership positions affect service delivery in MDLG?
7. In your view, what role do women leaders play in improving the quality and accessibility of services?

Section D: The effect of women leadership on accountability in local government programmes in MDLG

8. How does women leadership influence accountability practices in MDLG?
9. What contributions do women leaders make towards ensuring transparency and proper use of public resources?

Thank you for your cooperation