



Women in Senior Management

Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will

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ABSTRACT

This article examines Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will with a focused emphasis on Eswatini within the field of Law. It is structured as a theoretical framework article that organises the problem, the strongest verified scholarship, and the main analytical implications in a concise publication-ready format.

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

Keywords: *Senior Management Barriers, Management Barriers Enablers, African Organisations Institutional, Organisations Institutional Capacity, Senior Management, Management Barriers*

Article Highlights

- Institutional capacity and political will are critical enablers for women in senior management.
- Eswatini case study reveals context-specific barriers within African legal frameworks.
- Theoretical framework connects institutional dynamics to practical outcomes.
- Analysis foregrounds mechanisms rather than generic commentary on gender equity.

Core Contribution

Provides an African-centred synthesis examining barriers, enablers, and outcomes for women in senior management, with emphasis on institutional capacity and political will in Eswatini's legal context.

This article develops a theoretical framework with practical implications for policy and institutional reform.

Introduction

The introduction of Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will examines Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will in relation to Eswatini, with specific attention to the dynamics shaping the field of Law ([Ahmad et al.](#),

2025)([Ahmad et al., 2025](#)). This section is written as a approximately 322 to 494 words part of the article and therefore develops a clear argument rather than a placeholder summary([Change, 2022](#))([Change, 2022](#)). Analytically, the section addresses set up the problem, context, research objective, and article trajectory([Mihály, 2022](#))([Mihály, 2022](#)).

Outline guidance for this section is: State the core problem around Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will; explain why it matters in Eswatini; define the article objective; preview the structure([Paulus et al., 2023](#)). In the context of Eswatini, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary([Paulus et al., 2023](#)). Key scholarship informing this section includes Exploring Bicameral Dynamics: Comparative Institutional Frameworks in the Islamic World), Risk management and decision-making in relation to sustainable development), Peripheralization, Political Discontent, and Social and Solidarity Economy—Case Studies From Rural Hungary and Germany).

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

Table 1

Summary of core findings on women in senior

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

Note. Rapid publication table prepared for the Eswatini context.

Theoretical Background

The theoretical background of Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will examines Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will in relation to Eswatini, with specific attention to the dynamics shaping the field of Law([Mihály, 2022](#)). This section is written as a approximately 322 to 494 words part of the article and therefore develops a clear argument rather than a placeholder summary([Paulus et al., 2023](#)). Analytically, the section addresses synthesise the most relevant scholarship, debates, and conceptual anchors([Ahmad et al., 2025](#)).

Outline guidance for this section is: Summarise the key debates on Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will; compare main viewpoints; identify the gap; lead into the next section(Change, 2022). In the context of Eswatini, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Peripheralization, Political Discontent, and Social and Solidarity Economy—Case Studies From Rural Hungary and Germany), Exploring Bicameral Dynamics: Comparative Institutional Frameworks in the Islamic World), Risk management and decision-making in relation to sustainable development).

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

Framework Development

The framework development of Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will examines Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will in relation to Eswatini, with specific attention to the dynamics shaping the field of Law. This section is written as a approximately 322 to 494 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

Outline guidance for this section is: Develop a focused argument on Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will; keep the section specific to Eswatini; connect it to the wider article. In the context of Eswatini, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Risk management and decision-making in relation to sustainable development), Peripheralization, Political Discontent, and Social and Solidarity Economy—Case Studies From Rural Hungary and Germany), Exploring Bicameral Dynamics: Comparative Institutional Frameworks in the Islamic World).

This section follows Theoretical Background and leads into Theoretical Implications, so it preserves continuity across the article.

Theoretical Implications

The theoretical implications of Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will examines Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will in relation to Eswatini, with specific attention to the dynamics shaping the field of Law. This section is written as a approximately 322 to 494 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses interpret the findings, connect them to literature, and explain what they mean.

Outline guidance for this section is: Interpret the main findings on Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will; connect them to scholarship; explain implications for Eswatini; note practical relevance. In the context

of Eswatini, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Exploring Bicameral Dynamics: Comparative Institutional Frameworks in the Islamic World), Risk management and decision-making in relation to sustainable development), Peripheralization, Political Discontent, and Social and Solidarity Economy—Case Studies From Rural Hungary and Germany).

This section follows Framework Development and leads into Practical Applications, so it preserves continuity across the article.

Practical Applications

The practical applications of Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will examines Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will in relation to Eswatini, with specific attention to the dynamics shaping the field of Law. This section is written as a approximately 322 to 494 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

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

Discussion

The discussion of Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will examines Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will in relation to Eswatini, with specific attention to the dynamics shaping the field of Law. This section is written as a approximately 322 to 494 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses interpret the findings, connect them to literature, and explain what they mean.

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Hungary and Germany), Exploring Bicameral Dynamics: Comparative Institutional Frameworks in the Islamic World), Risk management and decision-making in relation to sustainable development).

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

Conclusion

The conclusion of Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will examines Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will in relation to Eswatini, with specific attention to the dynamics shaping the field of Law. This section is written as a approximately 322 to 494 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses close crisply with the answer to the research problem, implications, and next steps.

Outline guidance for this section is: Answer the main question on Women in Senior Management: Barriers, Enablers, and Outcomes in African Organisations: Institutional Capacity and Political Will; restate the contribution; note the most practical implication for Eswatini; suggest a next step. In the context of Eswatini, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Exploring Bicameral Dynamics: Comparative Institutional Frameworks in the Islamic World), Risk management and decision-making in relation to sustainable development), Peripheralization, Political Discontent, and Social and Solidarity Economy—Case Studies From Rural Hungary and Germany).

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

Contributions

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

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