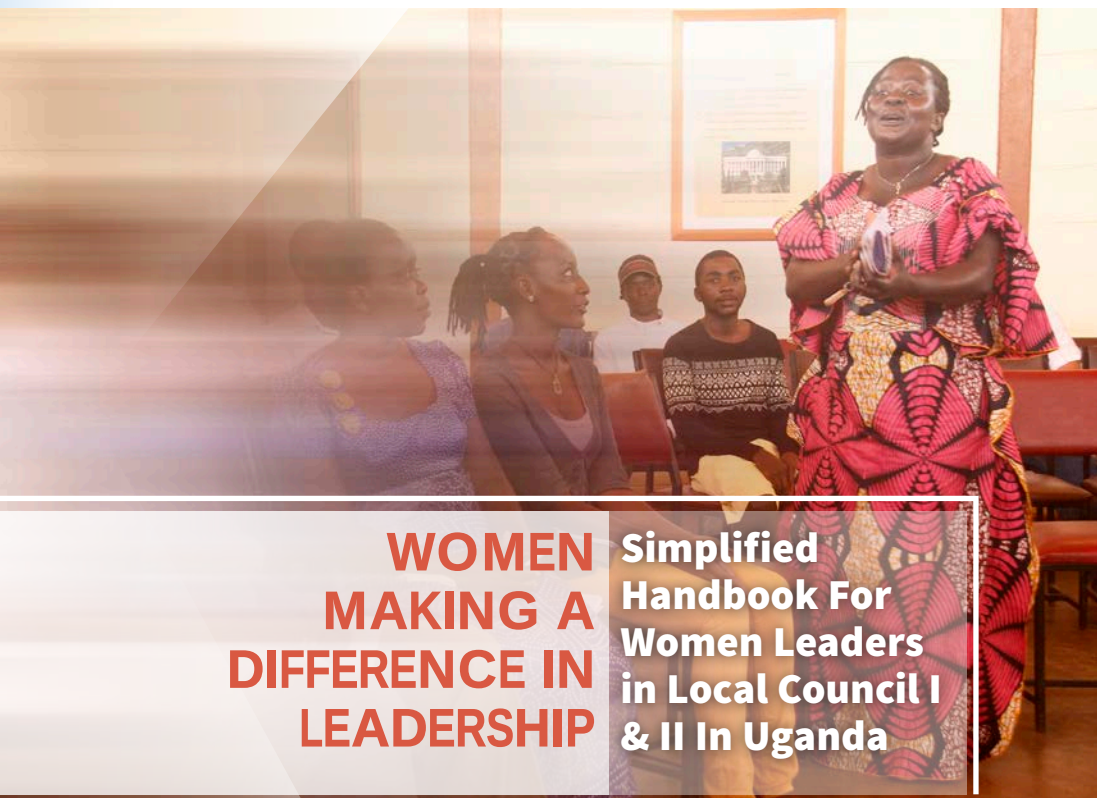




WOMEN'S DEMOCRACY NETWORK
Empowering Women's Lead
Uganda Chapter

Acrode
Breaking Through, Building Up and Binding

CEWIGO
MAKING POLICIES
WORK for WOMEN



WOMEN MAKING A DIFFERENCE IN LEADERSHIP

Simplified Handbook For Women Leaders in Local Council I & II In Uganda

March 2017

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MAKING A
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About the Women's Democracy Group (WDG)

The **Women in Democracy Group (WDG)** is comprised of five National Women's organizations i.e., Action for Development (ACFODE), Centre for Women in Governance (CEWIGO), Forum for Women in Democracy (FOWODE), Uganda Women's Network (UWONET) and Women Democracy Network-Uganda Chapter (WDN U). WDG brings together women's organizations that are at the fore front in advancing good governance and democracy through the effective women's participation. The group believes in the synergies brought together, coordination, reaching out wide with a common message and avoiding duplication and effect, effectively utilizing the minimum resources.

UWONET coordinates the WDG and is the host secretariat. UWONET is an advocacy and lobbying Non-Governmental Organization currently comprised of sixteen (16) National Women's Non-Governmental Organizations/institutions and 10 individual members, who collectively work together to amplify the women's voice and enhance women's empowerment. Its mission is to coordinate collective action among members and other stakeholders through networking, capacity building, resource mobilization, research information sharing, policy advocacy for the attainment of gender equality in Uganda.

Action for Development (ACFODE) Action for Development is an ingenious, voluntary, non-governmental women's interest and development organization Its mission is to promote women's empowerment, gender equality and equity in Uganda through capacity building for both women and men.

Forum for Women in Democracy (FOWODE) is a women's rights national non-partisan organization which was established in 1995. FOWODE grew out of the Women's Caucus of the 1994-1995 Constituent Assembly which debated and passed the 1995 Constitution. After the enactment of the Constitution, the Gender Working Group of the Caucus formed FOWODE with the aim of mobilizing women to take advantage of the gender sensitive Constitution.



The Centre for Women in Governance (CEWIGO) is a nonpartisan, not for profit and non-governmental organization established in 2006 in Uganda, committed to the promotion of effective and equal participation of women and men in all spheres and at all levels of decision making. Its Mission is to promote gender equality through mobilization, training and advocacy to develop a critical mass of women with the capacity to spearhead development. CEWIGO's office is located in Kampala the capital city of Uganda, while its activities are implemented at national and district levels.

Women Democracy Network-Uganda Chapter (WDN-U) is a membership organization consisting of women in politics, CSOs, business and academia who offer their expertise, voice and financial support to enhance the achievement of the goals and objectives of the organization. WDN-U is locally registered as an organization and affiliated to WDN-U. It seeks to empower women to pursue activism and leadership in the public sphere to enhance gender equality. Since its establishment in 2011, WDN-U has sought to ensure gender parity in political office by providing capacity building training for women leaders and leagues of political parties in leadership, advocacy, political campaigning, strategic planning and the use of new technology.



Introduction

Ugandans in 2018 will after a period of sixteen years yet again go to the polls to elect Local Council I and II. The LC leaders will in turn appoint their executive committee members. The Constitution of Uganda in Article 181(4) states that local government elections will be held every five years. Despite this, the Electoral Commission last held elections for LC I and II in 2001. The Term of office of the leaders at the two LC levels expired on May 2001 when Uganda was still under a one party system of governance.

The Local Council (LC I and II) are the lowest political authority within the de-centralization structures of Uganda. They have legislative and executive powers that are exercised in accordance with the Constitution of Uganda and the Local Government Act.

The Local Council I and II are critical because they are the closest political and administrative units to the communities. They play great roles in the day today lives of Ugandans. In addition, reports on administration of justice at these two levels indicate that since the numbers of women in the committees are minimal the deeply ingrained patriarchal structures of Ugandan society has disadvantaged women who use the LC courts to access justice.

The presence of women with relevant skills, knowledge and information in these structures is therefore important for gender accountability. Women can therefore play a role in changing the patriarchal structures that continue prevent them from realizing their full potential in public leadership and influencing service delivery.

Women's involvement in politics right from LC I and II levels should be understood from the inter-woven nature of the private and public life of women. Women's involvement in politics does not only seek to address the issues women care about but also the conditions under which politics is carried out¹. Women's involvement in politics

1 Aili Mari Tripp (2000) Women and Politics in Uganda



has shown that they can move beyond ethnic and religious lines to make a difference in the lives of the people they lead. The formation of women's caucuses in Parliament of Uganda and in 50 districts of Uganda with guidance from WDG bears witness to this. Women have also sought greater inclusiveness in politics to demand for gender accountability, fought corruption and they have sought to validate the politics of self-help and voluntarism in providing community services for the most vulnerable sectors of Ugandan society².

2 Ibid 3



Background

In February 2017, WDG members with support from UNWOMEN conducted the first phase of the training for women aspiring for the LCI and II elections. The training was held in 15 districts of Uganda namely; Pader, Apac and Kaberamaido, Zombo, Adjumani, Moroto, Kibaale, Agago and Kitgum, Gulu, Lyatonde, Kotido, Kamuli, Lamwo and Kaabong.

A total of 750 women aspirants were supported with skill and knowledge in gender and gender dynamics; roles and responsibilities of elected leaders in LC I and II structure; campaign management skills and general information on the emerging political context of country that may influence the LC I and II elections and women's participation.

While the precise date for the LC I and II elections have not been defined by the Government, there are growing demands and pressure that these elections are held and possible date of 2018 has been pronounced by Government.

This handbook is therefore developed for women aspirants in preparation of their roles in LC I and II structures. UWONET and WDG members are cognizant of the realities that amongst other factors affecting women's leadership, limited information on women's rights and the roles in public leadership has contributed to transformative change in the social-economic and political framework of the country on women's rights and gender equality. The handbook aims to give women leaders in these structures information on their rights; legal basis for their participation in leadership; rationale for their presence in public leadership; structures of LC I and II and tips to successful delivery amongst others.

It is our sincere hope that this information will be useful and transformative in enhancing women's rights and gender equality.



CHAPTER ONE:

LEGAL AND HUMAN RIGHTS FRAMEWORK FOR WOMEN'S PARTICIPATION IN POLITICAL LEADERSHIP.

Relevancy

- ⇒ *Create awareness about the legal and human rights basis for women's participation in politics so that they can claim them.*
- ⇒ *Strengthen confidence, self-esteem and skills to challenge and confront power structures as "Information and knowledge is power".*
- ⇒ *Draw linkage between national, regional and international legal frameworks on human rights and women's participation in political leadership for accountability.*

INTERNATIONAL LEVEL:

The Universal Declaration of Human Rights 1948

Known also as the mother of all laws, the Universal Declaration of Human Rights (1948)³ is a cardinal document in the development of human rights, which has continued to inspire the progressive development of binding norms and standards.

Under Article 2 of the Declaration, everyone is entitled to all the rights and freedoms set forth in the Declaration, without distinction of any kind, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

3 Adopted and proclaimed by General Assembly resolution 217 A (III) of 10th December 1948.



In terms of Article 7, all persons are equal before the law and are entitled without any discrimination to equal protection of the law.

Additionally, under Article 21 of the Declaration, everyone has the right to take part in the government of his country, directly or through freely chosen representatives.⁴ It is further stated that the will of the people shall be the authority of government and that this will must be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures.⁵

Convention on the Elimination of All Forms of Discrimination against Women 1979.

The Convention guarantees the protection of women from all forms of discrimination. Discrimination under the Convention is defined as any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.

Article 2 of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW),⁶ States Parties are called to condemn discrimination against women in all its forms, agree to pursue by all appropriate means and without delay a policy of eliminating discrimination against women and, to this end, undertake, among other things, to embody the principle of the equality of men and women in their national constitutions or other appropriate legislation if not yet incorporated therein and to ensure, through law and other appropriate means, the practical realization of this principle.⁷

⁴ Article 21 (1).

⁵ Article 21 (3).

⁶ Adopted by the United Nations General Assembly on 18th December 1979 (resolution 34/180) and entered into force on 3rd September 1981.

⁷ Article 2 (a).



In terms of Article 7, Parties are encouraged to take all appropriate measures to eliminate discrimination against women in the political and public life of the country and, in particular, must ensure to women, on equal terms with men, the right: to vote in all elections and public referenda and to be eligible for election to all publicly elected bodies;⁸ to participate in the formulation of government policy and the implementation thereof and to hold public office and perform all public functions at all levels of government;⁹ as well as to participate in non-governmental organizations and associations concerned with the public and political life of the country.¹⁰

Beijing Declaration and Platform for Action (1995).

The Beijing Declaration and Platform for Action were issued at the close of a conference of States held in Beijing, China, in September 1995.

Under the Declaration, States affirmed their commitment to the equal rights and inherent human dignity of women and men and other purposes and principles enshrined in the Charter of the United Nations; to the Universal Declaration of Human Rights and other international human rights instruments, in particular the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of the Child, as well as the Declaration on the Elimination of Violence against Women and the Declaration on the Right to Development.¹¹ They also recommitted themselves to ensure the full implementation of the human rights of women and of the girl child as an inalienable, integral and indivisible part of all human rights and fundamental freedoms.¹²

8 Article 7 (a).

9 Article 7 (b).

10 Article 7 (c).

11 Paragraph 8.

12 Paragraph 9.



REGIONAL LEVEL

Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa.

Under the Protocol, States Parties undertake to combat all forms of discrimination against women through appropriate legislative, institutional and other measures.¹³ States parties further affirm that women and men are equal before the law and that women must have the right to equal protection and benefit of the law.¹⁴

Article 9 in particular requires state Parties to take ***specific positive action*** to promote participative governance and the equal participation of women in the political life of their countries through affirmative action, enabling national legislation and other measures to ensure that: women participate without any discrimination in all elections;¹⁵ women are represented equally at all levels with men in all electoral processes;¹⁶ and that women are equal partners with men at all levels of development and implementation of State policies and development programmes.¹⁷ States are further required to ***increased and effective*** representation and participation of women at all levels of decision-making.¹⁸

Additional guarantees for the inclusion and participation of women in the political life of the country are found in Article 10 of the Protocol, in terms of which States are required to take all appropriate measures to ensure the increased participation of women, among other things, in the structures and processes for conflict prevention, management and resolution at local, national, regional, continental and international levels.¹⁹

¹³ Article 2 (1).

¹⁴ Article 8.

¹⁵ Article 9 (1) (a).

¹⁶ Article 9 (1) (b).

¹⁷ Article 9 (1) (c).

¹⁸ Article 9 (2).

¹⁹ Article 10 (2) (b).



African Charter on Democracy, Elections and Governance 2007.

The Principles that underpin the African Charter on Democracy, Elections and Governance are stipulated in Article 3 of the document. These principles include the promotion of a system of government that is representative;²⁰ and the promotion of gender equality in public and private institutions.²¹

In terms of Article 8 of the Charter, States Parties are called on to eliminate all forms of discrimination, especially those based on political opinion, gender, ethnic, religious and racial grounds as well as any other form of intolerance.²² To this end, States must adopt legislative and administrative measures to guarantee the rights of women, ethnic minorities, migrants, people with disabilities, refugees and displaced persons and other marginalized and vulnerable social groups.²³

Article 29 of the Charter particularly addresses the rights of women in governance and decision-making. Under this provision, States Parties are encouraged to recognize the crucial role of women in development and strengthening of democracy.²⁴ States are also required to create the necessary conditions for full and active participation of women in the decision-making processes and structures at all levels as a fundamental element in the promotion and exercise of a democratic culture.²⁵ States are additionally obligated to take all possible measures to encourage the full and active participation of women in the electoral process and ensure gender parity in representation at all levels, including legislatures.²⁶

20 Principle 3.

21 Principle 6.

22 Article 8 (1).

23 Article 8 (2).

24 Article 29 (1).

25 Article 29 (2).

26 Article 29 (3).



The Protocol on the rights of women in Africa (Maputo Protocol) 2003

Article 9 states that State Parties shall take specific positive action to promote participative governance and the equal participation of women in the political life of their countries through affirmative action, enabling national legislation and other measures to ensure that: a) Women participate without any discrimination in all elections; b) Women are represented equally at all levels with men in all electoral processes; c) Women are equal partners with men at all levels of development and implementation of State policies and development programs.

States Parties shall ensure increased and effective representation and participation of women at all levels of decision making.

NATIONAL LEVEL

The Constitution of the Republic of Uganda 1995

The Constitution of the Republic of Uganda 1995 is the supreme law of the land. According to Objective VI of the National Objectives and Directive Principles of State Policy, the State is called on to ensure gender balance and fair representation of marginalized groups on all constitutional and other bodies. In addition, under Objective XV the State must recognize the significant role that women play in society.

This commitment is also reflected in Article 32 of the Constitution, which provides for affirmative action in favour of marginalized groups. Under Article 32 (1), the State is encouraged to take affirmative action in favour of groups marginalized on the basis of gender, age, disability or any other reason created by history, tradition or custom, for the purpose of redressing imbalances which exist against them.

In addition Article 32 (2) provides that laws, cultures, customs and traditions which are against the dignity, welfare or interest of women or any other marginalized group to which clause (1) relates or which undermine their status, are prohibited by the Constitution.



The most specific provision, however, is the oft-cited Article 33(1) which provides that women must be accorded full and equal dignity of the person with men. The State is also enjoined to provide the facilities and opportunities necessary to enhance the welfare of women to enable them to realize their full potential and advancement.²⁷

Furthermore, the State must also protect women and their rights, taking into account their unique status and natural maternal functions in society.²⁸ Similarly, women must be guaranteed the right to equal treatment with men and this right must include equal opportunities in political, economic and social activities.²⁹ Notwithstanding the terms of Article 32 and without prejudice to them, women have the right to affirmative action for the purpose of redressing the imbalances created by history, tradition or custom.³⁰

Similar guarantees for participation and inclusion of women are also reflected in Article 71 (multiparty political system). Under Article 71 (1), a political party in the multiparty political system must conform to a number of principles, which include the following: membership of a political party must not be based on sex, ethnicity, religion or other sectional division;³¹ and members of the national organs of a political party must be regularly elected from citizens of Uganda in conformity with the provisions of a process reflecting national character and eschewing sectional divisionism as well as with due consideration for gender.³²

In addition, Article 71 (2), Parliament is obligated to, by law, prescribe a code of conduct for political organizations and political parties and provide for the establishment of a national consultative forum for political parties and organizations with such functions as it may prescribe.

27 Article 33 (2).

28 Article 33 (3).

29 Article 33 (4).

30 Article 33 (5).

31 Article 71 (1) (b).

32 Article 71 (1) (d).



The same guarantees for participation are provided in respect of local government structures. Under Article 180 (2), Parliament is required to, by law, prescribe the composition, qualifications, functions and electoral procedures in respect of local government councils, except that, among other things, one-third of the membership of each local government council must be reserved for women.³³ This stipulation is extremely important since, in terms of Article 180 (1), the council is the highest political authority within a local government's area of jurisdiction and has substantial legislative and executive powers.

The Local Government Act 1997

The Local Government Act 1997 operationalized decentralization of political and civic administration in Uganda. The Act³⁴ reflects the commitment in the Constitution to participation and inclusion of women in governance.

In the first place, one of the objectives of the Act is stated as being to establish a democratic, political and gender-sensitive administrative setup in local governments.³⁵

To this end, Section 10 of the Act, district councils must consist of, among others, women councilors forming at least one-third of the council.³⁶ Similar stipulations are provided relating to the composition of a sub county council;³⁷ city division council;³⁸ municipal council;³⁹ municipal division council⁴⁰ and town council.⁴¹

In addition, Section 47 (3) of the Act, at least one-third of the executive committee members at the parish or village level shall be women.

33 Article 180 (2) (b).

34 Cap 243 of the Laws of Uganda.

35 Section 2 (c).

36 Section 10 (e).

37 Section 23 (1) (e).

38 Section 23 (2) (e).

39 Section 23 (3) (e).

40 Section 23 (4) (e).

41 Section 23 (5) (e).



Furthermore, regarding the demarcation of electoral areas, the population quota for demarcation of electoral areas for women representatives must be determined by the requirement of women constituting one-third of any local council being considered.⁴²

A shortcoming in the Act appears to be the provision relating to women representatives to councils. Under Section 117 (3) of the Act, the presiding officer must conduct such an election by allowing the electorate to cast their votes by lining behind the candidate, an agent or a portrait of the candidate of their choice. This is buttressed by the terms of Section 128 (1), which provides that voting at every election for a district, city or municipal council, ***other than for women councillors***, must be by secret ballot using one ballot box at each polling station for all candidates.

42 Section 108 (3).



CHAPTER TWO:

IMPORTANCE OF WOMEN'S PARTICIPATION IN LC I and II LEADERSHIP

Relevancy of chapter

- ⇒ *To give insight on the importance of women's participation in decision making for encouragement.*
- ⇒ *To highlight impact of equal representation of men and women in decision making to the social-economic and political development of eth country.*

It is noted by both practitioners and scholars that it is of utmost importance to have equal numbers of women and men in political leadership because of the following reasons:

The justice argument: Women account for approximately half of the population of their countries and therefore have the right to be represented as such.

The experience argument: Women's experiences are different from men's and need to be represented in discussions that result in policy-making and implementation. These different experiences mean that women 'do politics' differently from men.

The interest argument: The interests of men and women are different and even conflicting and therefore women are needed in representative institutions to articulate the interests of women.



The critical mass argument: Women are able to achieve solidarity of purpose to represent women's interests when they achieve certain levels of representation.

The symbolic argument: Women are attracted to political life if they have role models in the arena.

The democracy argument: The equal representation of women and men enhances democratization of governance in both transitional and consolidated democracies.



CHAPTER THREE:

GENDER AND KEY GENDER CONCEPTS

Relevancy of the chapter

- ⇒ *Equip women councilors with key gender concepts for application in their work for accountability.*
- ⇒ *Build common understanding and unity amongst women.*
- ⇒ *Empower the women to question unjust laws and practices that are justified by gender and sex.*
- ⇒ *Explain how having both women and men, brings about effective decision making.*

Gender: is the state of being ‘Male’ or ‘Female’, typically with reference to social and cultural differences rather than biological.⁴³

Sex: refers to the biological and physiological differences between men and women.

Gender roles: these are performed on the basis of social and cultural definition/ expectation. They change with time and space and are not universal.

Gender issue: is a point of gender inequality that is undesirable and requires interventions. It results in some form of gender discrimination or oppression. A gender issue results when there is inequality, inequity or differentiated treatment of an individual of group of people purely on the basis of social expectations and attributes.

⁴³ www.google.com



Gender budgeting: is a practice/ approach of allocating resources taking into consideration the different needs, interests and constraints of women and men. It also involves disaggregating and analyzing government expenditures and revenues according to their different impacts on different categories of women and men, boys and girls. Gender budgeting involves an analysis and understanding of the situation of different categories of men and women, boys and girls to determine the gender gaps/ inequalities and setting appropriate interventions in Development plans and budgets to address them.

Gender analysis: is a systematic way of examining the different effects and impacts of development programmes on women and men particularly taking stock of their participation as service providers and beneficiaries. It also refers to identifying and classifying the different roles of women and men in a given sector or activity; their relations and access to and control over resources and benefits.

Gender Accountability: refers to showing justification, in a gender perspective, for course(s) of actions at individual, institutional/ organizational and governmental levels. It relates to being answerable and responsible for actions and decisions (policy formulation, planning & budgeting, public expenditure/ resource allocation, legislation, roles assignment and governance).

Gender mainstreaming: refers to deliberate efforts to integrate strategies and actions that address gender inequalities into policies, plans, programmes/projects, institutions, and laws. The ultimate goal of gender mainstreaming is equal participation in and benefit from development initiatives for both women and men.

Gender-sensitivity: is paying special attention to analyzing actual expenditure and revenue on women and girls as compared to expenditures on men and boys. This process helps Governments to decide how policies need to be made, adjusted and reprioritized according to the segregated population for effective policy implementation in line with the commitments and are having the desired impact.⁴⁴

44 <http://wbg.org.uk/resources/what-is-gender-budgeting/>



CHAPTER FOUR:

COMPOSITION OF LOCAL I AND II POLITICAL LEADERSHIP.

Relevancy of the chapter

- ⇒ Enhance understanding of the structures of L.C I & II for effective and efficient management.
- ⇒ Enhance understanding of the legal mandates of L.C I & II to avoid illegalities.

According to the Local Government 1997, the LC I and II councils shall also have an executive committee nominated by the chairperson from among the members of the council and approved by simple majority of all the members of the council voting, comprising of;

- ⇒ A chairperson;
- ⇒ A vice chairperson who shall also be secretary for children welfare;
- ⇒ A general secretary;
- ⇒ A Secretary for security;
- ⇒ A secretary for information, education and mobilization;
 - A secretary for security; a secretary for finance; a secretary for production and environmental protection;
 - The chairperson of the youth council at the parish or village level, who shall be the secretary for youths; the chairperson of the women councils at the parish or village level who shall be the secretary for women and also the public health coordinator;



- And the chairperson of the organization for persons with disabilities.⁴⁵ At the parish or village level who shall be secretary for persons with disabilities affairs.

But, Why is there more emphasis on women in particular being voted into the lower Local government Councils chairperson leadership? Because;

- ⇒ It is their right as Ugandan citizens to run for political office;
- ⇒ The LC I and II are court of first instance for cases provided under the Local Council Courts Act 2006. Some women in the past have expressed dissatisfaction with the composition of this courts and the manner in which they dispense justice. Election to the LC I and II gives women an opportunity to change what they do not like.
- ⇒ Women can use their positions at this level to prepare for election to higher political positions of leadership.
- ⇒ Women can make a difference in their communities through providing leadership at LC I and II.
- ⇒ The Gender justice argument: It's a matter of gender justice, equality and fairness. Women account for approximately half the population of Uganda and therefore have the right to be represented and should equally participate in decision making and allocation of resources.
- ⇒ Gender-sound decision-making argument: To ensure that women's strategic and practical needs are part of the decision-making processes. Having women in key political leadership spaces at the LC I and LC II levels increases chances of gender-sound decisions.

Once the Chairperson for LC I or II is elected, she/he appoints his/her executive committee which comprises of members of that particular village, ward or parish.

45 Ibid..... Article 25



A member of the village, parish or ward can refuse to approve if they feel they do not conform to the standards relevant to effectively serve. Ensure that you maintain gender balance as you appoint your executive committee. It is important to note that the LC I and II executive committee comprises of 11 people unless the Guidelines of the EC will rule otherwise. If the Guidelines of the EC say otherwise, the elected leaders must appoint their executive committee in accordance with the EC Guidelines. The LC I executive committee forms the executive committee members at parish level.

Requirement for election of parish, village and Ward Councilors

- ⇒ Must be a citizen of Uganda.
- ⇒ Must be above the age of 18 years.
- ⇒ Must be registered voter of the particular village, parish or ward.
- ⇒ Resident in the area and where not, should commit to re-allocate to the area within duration of 6 months.
- ⇒ Should be of sound mind.
- ⇒ Should not be holding public office and so should resign before assuming office.
- ⇒ Should not be employed by that local government council.
- ⇒ Should not be a traditional or cultural leader.
- ⇒ Should not be under sentence of death or imprisonment exceeding six months without the option of a fine.



CHAPTER FIVE:

ROLES AND RESPONSIBILITIES OF LC I AND II CHAIRPERSONS

Relevancy

- ⇒ *Generate awareness on the roles and responsibilities so as delivery effectively to the communities especially on the needs of women and girls.*
- ⇒ *Shape expectation of the political leaders so as to build a pro-citizenry leadership in lower Councils.*

The Local Government Act spells out the roles and responsibilities of LC I and II Chairpersons as;

- ⇒ Initiate and formulate policy for approval of the council;
- ⇒ Oversee the implementation of the council's policy;
- ⇒ Assist in the maintenance of law, order and security;
- ⇒ Monitor the implementation of council programs and take action where necessary;
- ⇒ Receive and solve problems or disputes forwarded to it from lower local councils;
- ⇒ At the end of each financial year consider and evaluate the performance of the council against the approved work plans and programs;
- ⇒ Initiate, encourage, support and participate in self-help projects and mobilize people, material and technical assistance in relation to the self-help projects;



- ⇒ Serve as the communication channel between the Government, the district council and the people in the area;
- ⇒ Generally monitor the administration in its area and report to the district council;
- ⇒ Generally monitor and supervise projects and other activities undertaken by the Government, local governments and nongovernmental organizations in their area; and;
- ⇒ Carry out other functions which may be imposed by law or incidental to the above;⁴⁶
- ⇒ Participate in the draft and formulating of new bye laws.

When appointed into office, the parish and village executive committee serve as the communication channel between the Government, the district or higher local council and the people in the area. Local councils are in charge of; education services, which cover nursery, primary, secondary, trade, special education and technical education; medical and health services; water services—the provision and maintenance of water supplies in liaison with the ministry responsible for natural resources, where applicable; road services- the construction, rehabilitation and maintenance of roads not under the responsibility of the government; all de-centralized services and activities; under taking private works and services and charging, recovering the costs and contracting out public services to the private sector; assisting the government to preserve the environment through protection of forests, wetlands, lake shores, streams and prevention of environmental degradation.

In summary, functions of the Executive Committees are;

- ⇒ Oversee the implementation of policies and decisions made by its council through.
- ⇒ Assist in the maintenance of law, order and security.

46 Ibid... Article 26



- ⇒ Initiate, encourage, support and participate in self-help projects and mobilize people, material and technical assistance in relation to self-help projects.
- ⇒ At the village level vet and recommend persons in the area who should be recruited into the Uganda Peoples' Defense Forces, the Uganda Police Force, and the Uganda Prisons Service and local defense units.
- ⇒ Monitor projects and other activities undertaken by the Government, local governments, and NGOs in their area.

Besides their roles of providing services, protecting the people and bringing government programs and services closer to the people, one of the most important roles of the Executive Committee is to formulate bye-laws. The procedure for formulating a bye-law includes;

Draft proposed bye-law, assessment and consultation: The local authority determines if there is a need to make a bye-law and if they have the power to make such a bye-law and then consults upon the proposed bye-law. In considering whether or not a bye-law is an appropriate method for dealing with an issue, the council must consider the following.

- ⇒ What is the objective of the proposed bye-law?
- ⇒ Could the objective be achieved in any other way, short of a bye-law?
- ⇒ What will be the impact of the bye-law upon those affected by it?
- ⇒ Will the proposed bye-law increase, or decrease, the regulatory burden imposed upon those affected by it, and can the local authority express this increase or decrease as a financial cost or benefit?
- ⇒ How does making the proposed bye-law compare with taking no further action?



In carrying out the regulatory assessment, the local authority must consult such persons as it considers may be affected by the proposed bye-law—which may include the public.

The local authority must then publish the statement of the assessment on its website or Notice boards or in public places. It must also publicize the statement of its assessment so that it is brought to the attention of people who live in the local authority's area and those who may otherwise be affected by the proposed bye-law.

Submit application for approval: Following consultation and assessment, the local authority must submit their application to the local administrative Unit of the area for approval. The district council representative must respond within 30 days.

The local administrative Unit of the area: he/she may give leave for the council to make the proposed bye-law, send an acknowledgment and give a substantive response at a later date, or refuse to give leave to the council to make the bye-law. The local Administrative Unit of the area may request minor technical and formatting changes when giving leave to make the bye-law.

Advertise and consult on the proposed bye-law: If the local administrative Unit of the area gives leave for the proposed bye-law to be progressed, a local authority must give notice of the proposed bye-law in one or more local newspapers circulating in the area to which the bye-law applies, on its website (if it has one) and in such other manner as it sees fit.

The notice should identify the area to which the proposed bye-law will apply, give a summary of its intended effect, and specify where the proposed bye-law along with the local authority's assessment statement and the local authority's report on the proposed bye-law may be inspected.

The notice must state the consultation period, of not less than 28 days, within which the public may inspect the draft bye-laws and also publish an address to which representations on the bye-laws can be made within this period.



Consideration of representations: The local authority must consider all representations received, including objections, before making any decision about whether or not to make the proposed bye-law. It is for the local authority to determine how to proceed with any representations received.

Deciding to make the bye-law: Once the consultation period has expired, the local authority then has 6 months to decide whether or not to make the bye-laws (with or without minor modification). This 6 month period allows an adequate time for representations to be considered, for a council meeting to be arranged and a decision about whether to make the bye-laws to be taken.

Making the bye-law: If the local council has formally resolved to make the proposed bye-law, they should make the bye-law under the common seal of the council, which should be placed after any schedule or plan included with the bye-law. The bye-law should also be signed and dated.

Publicity after making the bye-law: As bye-laws are local enactments that may result in a prosecution in the courts and a fine, publicizing the bye-law is an integral part of ensuring any new bye-law that will soon come into force is brought to the attention of the wider local community. The local authority must publicize the fact that a new bye-law has been made at least 7 days before the day on which the bye-law comes into force. Signs should be placed near the area where the bye-law applies.

Retaining copies of the bye-law: A county council must send copies to district councils (if any) in their area and a district council must send copies to the county council (if any) for their area. However, the district council need only send copies to a parish council or chairman of a parish meeting in their district if the bye-laws apply to the parish area.

The bye-laws come into force: Bye-laws come into force 30 days after the date they are made. This gives the local authority time to make the public aware that a new bye-law will be coming into force,



and to erect any appropriate signage in the area where the proposed bye-laws will apply to bring about compliant behavior.⁴⁷

Despite the roles stipulated out for all the Committee members, each members has a number of individual roles, he/she is mandated to fulfill, including;

- ⇒ Maintaining close contact with the electoral area and consulting the people on issues to be discussed in the Committee.
- ⇒ Attending committee meetings regularly when call.
- ⇒ Presenting the people's views, opinions and proposals to the Committee members.
- ⇒ Meeting the people in the electoral area regularly.

47 <https://www.gov.uk/guidance/local-government-legislation-bye-laws#making-a-new-bye-law>



CHAPTER SIX:

MANAGEMENT OF LC I AND II EXECUTIVE COMMITTEES

Relevancy of the chapter

- ⇒ *Build confidence and ground the women leaders in undertaking their roles and responsibilities in public leadership.*
- ⇒ *Provide soft skill that enhance the performance of women leaders in public leaders.*

How to effectively chair committee meetings

Tips

- ⇒ Ascertain the dates of the meeting with the speaker to the council.
- ⇒ Verify the agenda. This is usually drafted by the chairperson of the relevant committee in consultation with the head of department.
- ⇒ Promote inclusiveness.
- ⇒ Be knowledgeable of the topic of discussion.
- ⇒ Be assertive and ensure that detractors are brought to order.
- ⇒ Start the meeting on time.
- ⇒ Steer the meeting in the desired direction.
- ⇒ Get materials to be used at the meeting in advance to avoid unnecessary delays.
- ⇒ One must be knowledgeable of the Local council procedure.
- ⇒ Keep minutes.



Points for the chairperson to note

- ⇒ The Chairperson of the committee should be innovative to ensure that the committee has business to discuss.
- ⇒ The Chairperson should not use his/her position to put forward his/her ideas to the exclusion of others or to dominate the meeting.
- ⇒ Practice is key for effective Chairing of committee meetings. Watch others and learn good practices.
- ⇒ A good Chairperson ensures that all the issues on the agenda are discussed within the allotted time; every one's views are heard and clear and decisions are reached and the meeting starts and ends on time.
- ⇒ CBOs should be invited by the Chairperson in consultation with the clerk based on the issues that the committee intends to discuss.

How to have active participation of all people in the Executive Committee

- ⇒ Keep a list of who will speak first and in that order until the last persons.
- ⇒ Stop people from talking for too long; be firm and consistent about this but do not become aggressive.
- ⇒ Give preferences to people who have not spoken before and do it politely.
- ⇒ Give everyone an opportunity to contribute. If some members are quiet in the meeting ask for their views on the issues being discussed in order to draw their participation in the meeting.
- ⇒ Make sure you do not ignore those whose hands are up at the expense of those interrupting.
- ⇒ Listen carefully to what everyone is saying;



- ⇒ Make sure the members in both the ruling and opposition parties get a chance to make their views heard.
- ⇒ Make sure members who are expressing minority or unpopular views do not get shut down by other colleagues.
- ⇒ It is always important to get feedback from those who attended the meeting on how it went.
- ⇒ Summarize key action points.
- ⇒ Listen carefully to the discussions and jot down a few points.
- ⇒ At the start of the meeting, remind members what the issues for discussion are and the issues on which decisions need to be made.
- ⇒ See if you can pull the points the people are discussing and suggest a constructive way forward.
- ⇒ If there are two to three different points of view on an issue, summarize them and present them clearly to the members to enable them agree on which point (s) to adopt.
- ⇒ Before you move on to the next item, go over what has been agreed upon. This will check that the members all agree on an issue.
- ⇒ Before you move to the next item agree on who will ensure that action is taken on the issue at hand. This will ensure that at the next meeting the person responsible is reporting on the action that he/she took on the issue.
- ⇒ Don't assume that silence means members are agreed on an issue. Check with them by posing relevant questions before finally adopting the decision.



Dealing with difficult people in the meeting

- ⇒ Remind members of the rules agreed on at the beginning of the meeting on how it will be conducted.
- ⇒ Be firm and consistent when reminding them of how to behave at the meeting. Use the rules agreed upon for the meeting to guide you.
- ⇒ When a member keeps repeating what he/she has already said assure them that their point has been noted and turn back to the rest of the members to enable the discussion to go on.
- ⇒ If a member is constantly criticizing the views of others ask them to give their suggestions/proposals on the issue.
- ⇒ If a member fails to listen to you, turn to the other members and ask them for suggestions on how to proceed with the meeting.



CHAPTER SEVEN:

IMPORTANT NOTICE

Relevancy of the Chapter

⇒ *Provide the women leaders with general information that inform their agenda while in leaders and delivering to women's concerns.*

THE WOMEN'S MANIFESTO 2016–2021

The women's manifesto 2016–2021 is an advocacy and political tool for accountability toward key areas of concern to women's rights and gender equality. The document was developed through a participatory approach through which five priorities concerns were consolidated with specific demands;

Health care: Ensure at least a 5% allocation of the total health budget to maternal health care.

Women and girls' education: Enhance retention, quality and safety of girls in school through provision of meals, sanitary and learning materials and increase teachers' salaries.

Women's land rights: Make inheritance and ownership of land and property for girls and women a reality.

Women and economic empowerment: Take deliberate steps to address poverty among women through increasing access to credit, market, skills; access, ownership and control of land and expand social protection.

Women, politics and decision making: Ensure 50:50 representations of women and men in political leadership at all levels and within political parties, organizations and public institutions.



Conclusion

“There is no single path to political activity for women nor one sequence of steps that will guarantee collective political action.”

Anita Bookman; the Politics of Empowerment

The struggle to attain women’s full and meaning participation in political representation requires collective efforts at different levels. The presence of women’s voice and influence at these different level fronts gender inequality and injustices that continue to subdue equitable development. While the challenges to women’s leadership are numerous, information is a tool that cannot be underestimated.

“Play your role and be counted as a women’s rights defender and champion”

Rita Aciro–Executive Director UWONET



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