



Gender Transformation &
Empowerment



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



FORUM FOR WOMEN IN DEMOCRACY

Acfode
Breaking Through, Building Up and Binding

WOMEN CANDIDATES HAND BOOK

2016 GENERAL ELECTIONS IN UGANDA

WOMEN MAKING A DIFFERENCE IN LEADERSHIP



January 2016



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List of Acronyms

ACFODE:	Action for Development
CEWIGO:	Center for Women in Governance
DGF:	Democratic Governance Facility
FOWODE:	Forum for Women in Democracy
GBV:	Gender-based Violence
MO:	Member of Parliament
NOTU:	National Organization of Trade Unions
LC:	Local Councilor
PWDs:	Persons with Disabilities
UPDF:	Uganda People's Defense Forces
UWONET:	Uganda Women's Network
WDN-U:	Women's Democracy Network-Uganda Chapter

Foreword

Despite the progress made in enhancing women's participation in politics and decision making, gaps exist in the legal framework and in its implementation. Apart from the legal framework and its implementation, some of the challenges are entrenched in society's perception of the roles women should play. A number of organizations have dedicated time and other resources to address the barriers that women face in effectively engaging in the politics and the democratization process in Uganda.

Despite the numerous efforts by different stakeholders to address the challenges faced by women in accessing political and decision making positions, the challenges still persist. We recognize that the advancement of women's participation in positions of leadership is a vital element in the quest for gender equality and development.

As Uganda prepares for the 2016 general elections and other future political, economic and social activities, the need for women to be active in the political and democratization processes is as crucial as ever before in order to influence the processes and to bridge the gender disparities that exist.

The Woman's Democracy Group (WDG) that is comprised of; ACFODE, CEWIGO, FOWODE, UWONET & WDN-U has thus initiated an awareness program to enhance the knowledge of women and the public on the political and civic rights and responsibilities of women as candidates, voters, campaign agents/supporters, electoral officials, and above all active citizenship. WDG is committed to working together with its members and the different stakeholders to promote the importance of women's participation in the democratization process for good governance, peace and development of Uganda.

We look forward to working with all political parties especially those vying for the different positions in the different political parties and individuals for the 2016 general elections.

Rita Aciro–Lakor,

Executive Director

UWONET on behalf of WDG

Introduction

In Uganda, women make up over 51 percent of the population¹. Unfortunately, the current level of participation and representation of women in politics and decision-making processes is inadequate. In a democratic state it is essential that government and its institutions, their policies and their allocation of resources reflect the views and concerns of all citizens. The legal right for women to participate in politics and the decision-making process is hampered by a number of factors which should be addressed if Uganda is to attain its development goals.

It is recognized that, among other factors, insufficient information on women's rights and the different roles that they can play has contributed greatly to the limited effective participation and representation of women in decision making processes. It is therefore on this account that WDG has compiled information on how to address the gender barriers that hinder women from actively participating in leadership and decision making and tips on how to overcome these barriers.

The handbook looks at the role women play as: candidates, voters, political party members and supporters, and political activists, in respect to the: importance of women taking up leadership roles; the challenges they face in doing so; and the ways through which they can overcome these challenges. The handbook also provides the legal bases for which women can run for political office and practical tips on how to run a successful campaign amongst others.

It is our hope that the hand book will go a long way in enhancing civic awareness among Ugandan women and the general public by increasing the understanding of the women's role in leadership and decision making.

¹ Uganda National Household Survey 2009/10

We more so hope that candidates in particular and the general citizenry will find this handbook that is met as a point of reference for women candidates and leaders across political lines useful.

SECTIONS

SECTION 1

Elections and Democracy

In a democracy, citizens give authority to leaders to represent them through the vote. Elections are therefore a key feature of a functioning democratic state.

What is an Election?

Election is the act of casting a vote to elect an individual for some type of position². An election can also be defined as: The act of choosing or selecting one or more from a greater number of persons, things, courses, or rights³. An election is also defined as a formal decision making by which a population chooses an individual to hold public office⁴.

What are the Benefits of Democratic Elections?

- ✱ **People are given a choice:** Democratic elections usually have more than one candidate running for the same office. This allows candidates to offer open criticism to government and to bring alternative policies and candidates to the voters.
- ✱ **Elections in Uganda happen every 5 years:** This means that people are not stuck with the same political leaders forever! They are able to make any changes to the leaders should they wish at the next general elections.
- ✱ **Everyone has the right to vote:** All citizens that are registered are allowed to vote. This means that the government is chosen by the majority and not a small exclusive group.

2 Business dictionary

3 Black's law dictionary, 2nd edition

4 Encyclopedia, Britannica on line retrieved on June 16, 2015

- ✱ **They determine:** who rules the country on behalf of the people.
- ✱ **It promotes accountability:** It is an important means of ensuring that officials deliver on their promises whilst in office when they wish to run again in the next election.
- ✱ **People can decide on policy issues:** Elections are not limited to selecting candidates. Voters can also be asked to decide on policy issues directly through referenda that may be placed on the ballot.

Legal and Policy Framework for Candidate's

It is important that you are aware of the rules and policies around campaigning. One example of this is "Campaigns meetings shall not commence until the expiry of nomination days and shall not be held within twenty four hours before polling day. There are rules for such areas;

- ✱ Rules for the campaign process
- ✱ Rules regarding campaign materials
- ✱ Offences and Penalties
- ✱ The Parliamentary Elections (Amendment) Act 2010
- ✱ Representation at the executive level
- ✱ Know the criteria to be nominated as a Presidential Candidate
- ✱ Know the process for a Presidential candidate campaign
- ✱ Know the highlights from the presidential elections (Amendment) Act 2010⁵

Women in the Electoral Process

Elections are a vital tool in the democratization process. They are a platform through which people can have a say in the way the country is governed and a mechanism to hold politicians accountable⁶. Unfortunately, women are not adequately represented in the electoral process at all levels. Since women have different needs and issues of concern from the rest of the population,

⁵ Women's candidate handbook, UWONET 2010

⁶ Accountability exists when citizens are able to get explanations from leaders for their actions and can set in motion corrective action when those in power fail to promote their rights

it is important that they take part in the electoral process and make their voices heard on issues which affect them.

The Legal and Human Rights Basis for Women's Participation in Politics:

In Uganda, this right is derived among others from:

The Constitution:

One of the major land marks in the struggle for women's empowerment in Uganda was the enactment of the 1995 Uganda Constitution. The Constitution was developed after wide consultations with Ugandans, women inclusive, and is the most progressive the country has ever had, particularly with respect to women's rights. The Constitution is important because it spells out women's rights to political participation. Some of the key provisions include:

- ✱ Article 21(1): All persons are equal before and under the law in all spheres of political, economic, social and cultural life and in every other respect and shall enjoy equal protection of the law.
- ✱ Article 32 (1): Notwithstanding anything in this Constitution, the State shall take affirmative action in favour of groups marginalized on the basis of gender...for the purpose of redressing any imbalance which exists against them.
- ✱ Article 33 (4): Women have the same right to equal treatment as men and that right shall include equal opportunities in political activities.
- ✱ Article 59 (1) every citizen of Uganda of eighteen years of age or above has the right to vote
- ✱ Article 72 (1) Subject to the provisions of the Constitution, the right to form a political party is guaranteed.
- ✱ Article 72 (4) Any person is free to stand for an election as a candidate, independent of a political organization or political party
- ✱ Article 78(1)(b): Parliament shall consist of one woman representative for every district

- ✱ Article 180(2)(b): One third of the membership of each local government council shall be reserved for women.

The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW):

At international level the United Nations has developed certain human rights standards which are codified in various forms including conventions, treaties, etc. One of the major women's rights instruments at international level is the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). CEDAW spells out the range of political, social and economic rights that women are entitled to and also describes how governments can go about ensuring that women access these rights. Uganda is a State Party to CEDAW which mean that it has an obligation to defend and uphold the rights enshrined in CEDAW. Among the rights available to women is the right to participate in the political life of the country.

Article 7 of CEDAW requires the Government to ensure an equal playing field (equality and non discrimination) for women to enable them to participate in politics both as voters as well as standing for elective office.

At Africa Regional level, Uganda has signed up to the African Protocol on Women's rights which also protects the right of women to participate in political and decision making processes. The Protocol requires States 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 increased and effective representation and participation of women at all levels of decision-making.

How can women participate in the Electoral Process?

Women can participate in the electoral process as:

- ✱ Candidates;
- ✱ Election officials;
- ✱ Voters;

- ✱ Party agents;
- ✱ Party volunteers; and
- ✱ Law enforcement officials in the police force.

Challenges women face in participating in the Electoral Process

There are several barriers that prevent women from actively participating in the electoral process.

They include:

- ✱ Traditions, culture and customs partly attributed to patriarchy⁷ still limit women's participation in the electoral process;
- ✱ That lack of awareness about women's rights and how they can demand for them;
- ✱ Women lack confidence, self-esteem and the skills to challenge and confront existing power structures and power holders;
- ✱ Women have limited access to information about the laws, policies, institutions and structures that can enable them participate;
- ✱ The electoral process seems intimidating and complicated;
- ✱ The lack of sufficient knowledge on how the electoral process works;
- ✱ Society still largely considers politics as the business of men and so women have to work twice as hard to get votes in comparison to their male counterparts;
- ✱ Women lack support networks and have limited role models that can help them to grow in leadership. They also have limited support from their families and friends;
- ✱ An adverse political environment and gaps in legal frame work. Limited economic opportunities and a cultural context that affects women's role in leadership; and
- ✱ Failure by political parties to nominate women for the direct seat partly attributed to patriarchy.

⁷ Patriarchy is a system of society or government where men hold power and women are largely excluded from it.

The nature of politics makes it challenging for women to balance their gender roles and leadership.

Patriarchy

Patriarchy refers to male domination. A patriarchal society is one in which men dominate women at all levels, for example at home, in business and in politics.

In a patriarchal society, women's views, concerns and interests are considered secondary. This limits the rights, development and achievements of women.

Effects of Patriarchy:

Social values of patriarchy

- ✱ In a patriarchal society since men dominate women, it means that the customs, traditions and legal systems that are set by men usually work to the disadvantage of women.
- ✱ What a society considers of value and the roles that people should play within that society, are defined by men.
- ✱ Patriarchy gives men unquestionable authority and power over women.
- ✱ Women's social movements are restricted, in order to "preserve the honor" of the family. For example, in some cultures, a widow cannot inherit the property of her husband but instead, she is inherited by the brother of her deceased husband.
- ✱ There is a widespread acceptance and practice of domestic violence and people's homes are immune to social intervention.
- ✱ A woman is considered to be a good wife if she is submissive to her husband's will regardless of whether he respects her or not and if she only takes on the role of a care giver and nurtures the children.

Patriarchy and ownership of resources

- ✱ Men are considered providers in the home and therefore given control of resources even when this may not be the case.
- ✱ Most women do not own land which is a major factor of production. In most cases women have user rights on land, but no control over what is

produced for personal consumption or to be sold as means of generating income.

Since women do not have the same access to resources and opportunities as men, engaging in politics or running for public office or organizing an effective campaign is usually problematic. Consequently, as a sign of respect for customs and traditions most women accept that politics is best suited for men. Even when a woman chooses to get involved in politics, her responsibilities at home are too demanding leaving very little free time to actively participate in politics without seriously compromising her position in the home.

Patriarchy, power and decision making

- ✱ Under patriarchy, the activities of women and girls in the public arena are often restricted or limited and their role in actual decision making is minimal.
- ✱ Men dominate politics and the decision-making processes and women's participation is often negotiated with the men.
- ✱ Those women who try to "break the rules" and actively engage in public politics are met with a lot of resistance and are often ridiculed by their families, friends and the community that adhere to the social norms.
- ✱ Women find it difficult to change their economic and social welfare situation because their access to decision-making structures and the role that they play in the public arena where crucial decisions are often made is negligible.

Patriarchy results in the systematic discrimination of women in society and in politics and decision-making in particular. The domination of men serves to keep women's role at bare minimum. In order for gender equality to be achieved, it is important to breakdown the patriarchal norms at all levels of society and politics in particular because it is the sphere in which decisions about resources and how they are allocated and used are made. Resources play a major role in addressing the factors that affect the lives of women and their families. Without the equal participation of women in politics with men as decision makers, their issues and that of their families will be relegated to the periphery.

SECTION 2

Gender in Uganda

The social construction of gender in Uganda has largely left women disadvantaged, with societal assigned roles that keep them at home as care givers and out of the public affairs. This perception of women can be found in all areas of society and has greatly contributed to the discrimination of women in the economic, social and political spheres of life.

What is Gender?

Gender refers to socially constructed roles, behaviours, activities, relationships, and attributes that a given society considers appropriate for men and women, boys and girls in a specific period of time and place⁸. People are born female or male but it is society that teaches them what it means to become girls and boys and women and men, when they grow up. Therefore the way either women or men are socialized limits or facilitates their achievements and performance in life.

The difference between gender and sex⁹:

Gender	Sex
Socially constructed	Biological e.g. women get pregnant and breast feed while men do not
Changes over time	Fixed; Does not change

⁸ World Health Organization (2014)

⁹ WDN-U Guide on Enhancing Gender Equality in Political Parties in Uganda (2014)

Differs from society to society	Does not vary within different societies
Differentiates roles, responsibilities and obligations	Same for all men. Same for all women
Is influenced by several factors including: social class, education, income level, religion, environment, leadership	No Not influenced by social and economic factors

Gender-Based Violence (GBV)

The Oxford dictionary defines violence as force or coercion to injure another person or property.

Gender-Based Violence (GBV) is any act of violence or threat to a person, which includes intimidation oppression or other forms of denial of liberty directed at a particular individual or a group of people because of his or her gender¹⁰.

Women are the main victims of GBV, which is usually carried out by their husbands, fathers, male relatives, school teachers among others. GBV happens because one gender feels more powerful or more superior to the other hence resulting in violence and abuse. It occurs in all spheres of society; at home, in the work place and in the community.

Types of Gender Based Violence include:

- ☀ **Physical violence:** this includes beatings or battering and violent attacks or physical violence; Domestic violence.
- ☀ **Sexual violence:** this includes rape and sexual-harassment and sexual abuse of children.
- ☀ **Emotional violence:** this includes attacks on the brain, i.e. Brainwashing a woman to believe that she is of a lesser human being and worthless.

¹⁰ UWONET Simplified Compendium of International, Regional and National Instruments against GBV (2012)

- ✱ **Economic violence:** This includes the denial of basic needs to women such as access to education, wealth and health.

Gender-Based Violence in Elections

GBV is increasingly becoming a challenge for women who want to participate in the electoral process and presents a major obstacle in advancing women's position in society. Women who want their voices to be heard when critical political decisions are being made risk losing their lives or being attacked by those people opposed to their participation. It is therefore important that women make use of the assistance that is available to them to address this and other related problems in order to increase their levels of participation in politics. The Uganda police and a number of civil society organizations provide training and other forms of assistance to women affected by GBV. However, these services need to be more widespread and accessible to all women affected by GBV.

When does GBV Occur in Politics?

GBV usually happens when women are seen to be stepping out of the boundaries of the role that the patriarchal society has created for them. Female candidates, agents, electoral officials and voters usually risk being attacked or threatened.

- ✱ Politics is dominated by men and female participation is generally frowned upon. In many instances women are 'punished' for participating in politics or supporting and voting for political parties different from those favored by their husbands. There are cases where women have been physically abused or even thrown out of their homes for supporting a different candidate or political party from their spouse or partner.
- ✱ Campaigning takes a lot of time, perseverance and dedication. Women therefore risk being abused by their husbands or families in cases where they are thought to have neglected their domestic duties at home such as not cooking on time or being available to attend to their children's or family needs.

- ✱ Women's sexuality is used as a weapon against them. During campaigns, it is common for female politicians to be asked about their sexual and marital status rather than the policy changes they intend to bring when elected into leadership.

The Impact of GBV on women's participation in Politics

- ✱ It discourages women from running for political office since they fear for their personal security and losing their families;
- ✱ It prevents women from voting or openly supporting candidates of their choice;
- ✱ Acts and threats of GBV have contributed to keeping women out of politics and hence men have continued to be dominant;
- ✱ Despite the challenges faced by women aspiring to actively participate in the electoral process, it is important that they are encouraged to stand for political leadership. Women just like men, have the right to vote and to have their ideas and interests reflected in decision making on policies and public affairs, resource allocation and service delivery.

SECTION 3

Women as Political Activists or Supporters

Women have tremendous power in terms of numbers since they make up 51 percent of the electorate¹¹. Politicians care about votes and therefore cannot afford to ignore women if they apply the right pressure on political parties and aspiring candidates. Politicians depend on the support from women in order to be voted into office. Women therefore need to be aware of the power that they have and exercise it by not only demanding that their needs be included in the manifestos of political parties and aspiring candidates, but also that they engage in the political process as candidates.

What does it mean to be a Political Activist or Supporter?

Political activism or supporting a political party or candidate is an effective way of influencing the political process without having to run directly for political office. Women as supporters and activists are able to put pressure on politicians and political parties to take into consideration their needs and concerns. By supporting a political party or an independent candidate women may get involved on the campaign teams and engage in activities like:

- ✱ Fundraising;
- ✱ Promoting the political ideology and message of the party and candidate they support;
- ✱ Mobilizing support for the political party and candidate;
- ✱ Educating citizens about the election and their rights and roles in the process;

¹¹ Ibid 1

- ✱ Visiting homes and public places and events to talk to people about their party and candidate;
- ✱ Organizing the campaign schedule of the candidate especially if they are campaign managers of the candidate;
- ✱ Creating and delivering the campaign message;
- ✱ Securing votes for the candidate and political party;
- ✱ Volunteering to organize campaign events for the candidate; and
- ✱ Working as a party agent or supervisor on polling day for their candidate.

How to be an effective mobilizer and fundraiser before and during the campaign race?

- ✱ **Determine how much money you need to win:** The first step is the development of a campaign budget. The budget is the result of putting price tags on your campaign activity; don't forget that fundraising itself is the result of putting price tags on your campaign activity; don't forget that fundraising itself is a campaign activity and the costs of fund raising must be a part of the campaign budget.
- ✱ **Design a plan to raise the money that you will need:** Knowing how much will be needed is as important as knowing how much will be needed to implement your plan. By combining the budget with a time-line, assigning cost figures to activities as they are to take place, you can develop a cash flow chart which will provide fund-raising deadlines and spending guidelines. Outline what percentage of the money will be raised by each type of fund-raising activity. Include a description of your Finance committee and how it will operate.
- ✱ **Recruit a finance Chairperson:** The finance Chairman/Chair-lady should be well known and respected in the community. It is helpful if you have had experience in raising funds either in politics or other community activities. You want a person with numerous contacts, who can recruit others to raise money for the campaign.
- ✱ **Form a Finance Committee:** Committee members also should be individuals known and respected in the community. Try to find people

from different parts of your district, as well as representatives of various constituency groups, occupations and affiliations. Peer pressure is the key to successful fund raising. Committee members should be those who can themselves commit significant amounts of money to the campaign. It should be easier for them to solicit contributions from others if they can say they have given substantially themselves.

- ✱ **Do your research:** The strength which makes you electable also makes you appealing to potential contributors. In developing a fund raising plan, you will target your audience just as you target the audience for your campaign messages.¹²

Points to remember when fund raising:

1. People will not give if they are not asked, so be sure to ask continuously.
2. Design a detailed plan for raising the money you need—share this information with your confidants.
3. Remember that money is raised best through peer pressure—get friends to ask on your behalf.
4. The more personal the request, the better the return—don't be afraid to ask.
5. Fund-raising requires proper sales tools—practice a small speech that will be your pitch.
6. Remember you are asking people to make an investment—be able to tell givers what they will receive in exchange for their contribution or what the money will be used for.
7. Ask for specific amounts—target those who will give and ask them to give a certain amount based on their ability to give.
8. Your best donors are those who have already given—once you have received a contribution be sure to ask again.
9. Spend smart—All campaigns have limited resources. There is no money to waste. Money should not be spent on impulse. You should always ask yourself, “Was this item budgeted?” It means to spend smart is to stay

¹² Women Candidates Handbook, UWONET 2010

on track. As much as possible, you should stick to your funding strategy. That in itself shows good financial management skills, one of the requisite skills for a leader.

10. Always say thank you. An unappreciated donor is one that won't give you any money. Make it your practice to always send a [handwritten] thank you note within 24 hours of a contribution. Always. No exceptions. Lack of appreciation is one of the primary reasons donors do not give.

Political Activism involves:

- ✱ Advocating for a specific issue such as gender equality; good governance; democratic principles; and human rights.
- ✱ Putting pressure on the relevant stakeholders to address the specific issues that affect the ideals for which one stands;
- ✱ Creating awareness amongst voters and candidates about the issue (s) and championing the issue(s).

The importance of Being a Political Activist or Supporter

In Uganda, women political activists have contributed to the development of the women's manifesto and presented their minimum demands to political parties and organizations through UWONET and as individual organizations. The Women's Manifesto is a compilation of the needs of women throughout the country and is used as a tool to influence politicians and the general public about women's concerns and hold those running for and eventually occupy political office accountable after the election. The Women's Manifesto allows women to have a yardstick against which they can measure the gender sensitivity of political candidates and parties.

Factors that Prevent Women from being active Political Supporters or Activists

- ✱ Politics is considered a dirty game that can only be managed by men;
- ✱ Women's participation is looked at as being rebellious and unfeminine;
- ✱ Women are still largely ignorant of the ways they can take part in political activism;

- ✱ Women are largely intimidated and fear being beaten or abused as a result of being politically active; and
- ✱ Being part of a campaign team and actively getting involved in political party activities requires a lot of time that may not be readily available to most women due to their gender roles and other factors.

Despite the above challenges, women need to actively participate in all available political activities if they are to change their situation as individuals, that of their communities and nation. Women need to know that:

- ✱ There are laws that grant equal rights for everyone to freely support the political party or ideology of their choice¹³.
- ✱ There are several CSOs dedicated to promoting political activism and seeking to increase women's role in politics¹⁴. These organizations can be found throughout Uganda, with many having various offices in different districts countrywide.
- ✱ Several CSOs provide training for women on a wide range of issues that go a long way in empowering women to able them to advocate for, and demand for their interests and issues to be included in the political agenda.
- ✱ Voting is done through secret ballot so women are still able to vote for the candidate that they wish to vote for into political office without anyone else knowing.

It is important for women to plan their days so that they have time to take part in politics as members of the campaign team or working as political activists, electoral officials or voters.

Women need to take risks to change the status quo and become active in the political process.

13 Article 29 (e) of the Constitution of Uganda, 1995 states that: "Every person shall have freedom of association which shall include freedom to form and join associations or unions, including trade unions and political and other civic organizations.

14 Women organizations that promote women's participation in politics include: ACFODE, FOWODE, CEWIGO, UWONET, WDN-U among others.

Women as Voters*What is voting?*

Voting in the elections is the voluntary process through which individuals make their choice of candidates and party.

What should women know about voting?

- ✱ Women have equal voting rights as men¹⁵;
- ✱ Anyone can vote in Uganda if they are:
- ✱ 18 years of age and above;
- ✱ Ugandan citizen;
- ✱ Valid registered voters;
- ✱ Not in prison on the day of voting;

What is the importance of voting?

- ✱ Voting is everybody's right and no one should be denied that right.
- ✱ In a democratic state, voting is an important tool to influence the political system.
- ✱ Voting is the system through which the political leaders of the country are selected. These leaders determine the how wealth is distributed across the country and how effective policies are made.

Women often fail to participate in voting because—they:

- ✱ Have insufficient knowledge of their right to vote;
- ✱ Lack time to vote because their responsibilities at home or in the garden and other care related activities do not allow them to do so;
- ✱ Lack of knowledge on how important voting is and that their vote can bring about changes they want to see in their lives and that of the communities and nation; and

15 Article 59 (1) of the Constitution of Uganda, 1995 states that: Every citizen of Uganda of 18 years of age and above. Has a right to vote

- ✱ Are forced to vote for the party or candidate of their husband or male relatives as opposed to the party that offers the best policies that address for their interests and needs.

Women as Members of Political Parties

What is a political party?

A political party is an organized group of people with at least roughly similar aims and opinions, that seeks to influence public policy by getting its candidates elected to public office¹⁶.

Political parties usually have a manifesto that states the party's policies on key issues, their values and the changes the party wishes to make once elected into government.

Political parties are an important method for women to exercise power from within the political system. Political parties are influential in democratic politics because they are able to put pressure on the government to make changes to the system so as to improve the lives of the population. It is therefore important for women to be leaders within political parties or members to ensure that their views, interests and concerns are reflected in the policies of political parties.

The role of political parties includes:

- ✱ Representing the views and interests of people and groups—people, businesses, religious groupings, CSOs or other organized groups can present their interests to government through political parties.
- ✱ Providing a peaceful means of changing Government—people have the choice to vote for other parties if they feel that the current (incumbent) government is not working to improve their situation.
- ✱ Providing political education—They provide education to the general public about issues relating to the policies and functioning or performance of a government.

¹⁶ ACE project (2015)

- ✱ Playing a 'watch-dog' role over the ruling party–after the elections. The parties that do not form government become the opposition or government in waiting. Opposition political parties in parliament should formulate policies and programmes on various issues affecting society. The policies from opposition are alternative policies which can inform the ruling party in government if its own policies are not working.
- ✱ Participating in policy formulation–form the ruling party and the opposition in parliament and are required to formulate policies and programmes on various issues affecting society.
- ✱ They are a ground for leadership recruitment–political parties play an important role of identifying and grooming leaders from the grassroots and inspiring them to take on leadership positions through the party structures to national level.

Key fact:

Multiparty politics was re-introduced in Uganda in 2005 and was greatly welcomed by the people of Uganda. Since then, a number of prominent political parties have been formed and these play a very important role in the political and decision-making.

Why should women belong to political parties?

- ✱ It is everybody's right and responsibility to participate in the governance of their country.
- ✱ If women do not participate in political parties, they will be left out when critical political decisions are being made and ultimately increase the gender gap.
- ✱ Women cannot be ignored in any development process because they make up to over 51 percent of Uganda's population¹⁷.

¹⁷ Ibid 1

- ✱ Women are usually faced with different challenges that limit their participation in politics and so political parties offer them with more opportunities to get involved in decision making.
- ✱ Women have different values, interests and concerns compared to other groups within the political parties and therefore their participation is critical to have their issues presented and discussed.

Why should women should join and participate in politics?

- ✱ To transform laws and policies to advance women's rights, human rights and promote gender equality towards equal access and control of resources and opportunities;
- ✱ To ensure implementation of development and governance programmes that are gender sensitive and take into account the concerns of women;
- ✱ To inspire, mobilize and support the women already in politics and political leadership positions;
- ✱ To exercise the right to vote for leaders of their choice;
- ✱ To represent and make decisions sensitive to the electorate and the marginalized;
- ✱ To facilitate and ensure women's equal access to land, economic resources, jobs, food aid, economic and social services;
- ✱ To ensure the government implements mechanisms for advancing women's empowerment;
- ✱ To facilitate women's access to knowledge and information about women's rights and responsibilities and how they can assert and enjoy their rights; and
- ✱ To access information on key development processes, resources available and make informed; decisions on how women can fully participate in all development processes.

The challenges that women face within political parties include:

- ✱ Political parties are structured in a way that makes it difficult to:

- ✱ Confront the rules and practices that exclude women due to patriarchy;
- ✱ Access leadership positions;
- ✱ Political parties are male-dominated at all levels and those that have embraced gender equality concerns have done so with reluctance.
- ✱ The political parties that have provided quotas for women like National Resistance Movement (NRM) and Forum for Democratic Change (FDC) have not met the quota in practice.
- ✱ Political parties hardly champion women's issues or support female candidates in equal numbers as men. In most political parties women are restricted to participate in the 'women's wing/league'.
- ✱ Society is still hostile to female candidates. This affects the numbers of women candidates on the directly elected seats at the level of parliament and local council because political parties consider female candidates to be a liability.
- ✱ Due to the minimal support given to issues of gender equality, many voters, including women are not convinced of the need to support or elect women in positions of power.

Choosing the right Political Party:

There are over 35 registered political parties in Uganda. The most important thing for women looking to get involved in political party activities is to choose and join the right party. The information below can enable you to determine the political party to join¹⁸. Ensure that the party you intend to join:

- ✱ Reflects your political views;
- ✱ Offers solutions to the problems you face;
- ✱ Protects the rights of all citizens and respects the rule of law;
- ✱ Read the party constitution and manifesto to enable you to understand the party's values; policy proposals on key issues and what difference they seek to make in society;

¹⁸ WDN-U Political Education Hand book for women leagues of political parties in Uganda (2013)

- ✱ Understand the party objectives, policies, structures and decision making mechanisms;
- ✱ Make sure that the internal organization of the political party conforms to the rules and democratic principles provided for in the 1995 Constitution of Uganda;
- ✱ Find out whether there are clear methods of resolving conflicts in the party if they occur;
- ✱ Find out whether the party has periodic elections of the party leadership that involve everybody including women, youth and people with disabilities; and
- ✱ Find out how they go about electing their leader and what mechanisms are used to hold the leaders accountable the members and to the principles of the party.

Make yourself relevant in the Political Party:

- ✱ Let people know who you are—where are you coming from? Where do you want to go? What do you stand for? What are you capable of doing? What do you have that other people don't?
- ✱ Learn from others—do not be shy to ask for assistance from others. Great politicians learn from other people and they are humble enough to accept that they do not know everything.
- ✱ Protect yourself—worth—Have self—respect people believe in leaders that respect themselves and respect others.
- ✱ Do not be afraid to say 'NO' if you do not agree with something.
- ✱ Expose yourself to new ideas—Go out and look for new knowledge. Great leaders are continuously learning and searching for information.
- ✱ Set personal political goals—Right from the start know what you want to do and be remembered for as a politician.
- ✱ Be yourself; do not be afraid to show your personality.
- ✱ Know your human and political rights—educate yourself about your right as a human being. And ensure that you know how to protect them. You

have a right to participate in the conduct of public affairs; the right to vote, associate and express yourself.

- ✱ Take personal and political decisions and stand by them–You know what you want and stand by it.

Once a member of a political party, it is necessary that women make themselves relevant so that they can be effective actors.

Making changes from within the Party¹⁹:

Political parties themselves have to make some changes to ensure that women effectively participate in party activities. Some changes political parties can make in this regard include:

- ✱ Political parties should promote open discussions aimed at removing challenges that prevent women from effectively participating in the party discussions and activities.
- ✱ Proper methods should be put in place to encourage all the party members to have a say on party policies, including those at the bottom of the party structure.
- ✱ There is need to improve access to, and the flow of information within the political party and to develop stronger communication channels.
- ✱ The party leadership should boost the confidence of its members in participating in the political system by creating an environment that promotes openness, tolerance and dialogue.
- ✱ Provide for and implement a minimum quota of women's representation.

Women as Candidates

Since political institutions are largely dominated by men, they tend to reflect the interests of men. In order to main stream gender issues into politics, it is important that women offer themselves as candidates not just for the seats reserved for women under affirmative action but also to contest for directly elected seats. The policy adopted in Uganda of reserving seats for women

¹⁹ Ibid 17

for all electable offices has brought more women into politics. However this has resulted in having most women only running for the 'Affirmative Action Seats' and avoiding constituency seats where they have to directly compete with men. Consequently the role of women in Parliament and in the local government structures has continued to be marginalized.

Who is a Political Candidate?

A political candidate is someone that offers her/himself to be voted into a political office by the general public.

Why it is important for women to run as candidates in the elections?

Women have a right to run and campaign for political office.

All women who want to stand for elective office have the right to campaign. The right to campaign includes:

- ✱ The right to campaign on an equal basis with their male counterparts;
- ✱ The right for women to campaign around issues that are of particular concern to them throughout the electoral process;
- ✱ The right of access to the media in order to put forward political views on an equal basis with their male counterparts;
- ✱ The right to seek, receive and impart information and to make an informed choice;
- ✱ The right to move freely within the country;
- ✱ The right to protection of the law and to seek help if their political rights have been violated;
- ✱ Women have the right to run for political office and they should enjoy this right;
- ✱ To contest for all political offices right from presidential to local council 1 chairperson;

Obstacles that hinder Women Candidates

- ✱ **Violence:** increasingly, Women candidates and women in leadership have suffered from acts of violence towards them, which scares many women from contesting.
- ✱ **Money:** politics have become increasingly monetized and as women are already disadvantaged in their access to resources, the campaign process is too expensive.
- ✱ **Time:** the campaign trail is typically time-demanding. Women find balancing their responsibilities at home and running an effective campaign a very big challenge.
- ✱ **Confidence:** some women lack the self-confidence to contest for public office.
- ✱ **Fear factor:** the complex electoral processes, rules and regulations are frightening.
- ✱ **Male domination:** parliament and political parties are usually considered as an old boys club' and women usually find their place in these largely male dominated institutions without having to drop their identity.

The Rules Governing Candidates' Political Campaigns

- ✱ Candidates must be able to move around the constituency and directly speak to all voters.
- ✱ All candidates may hold individual campaign meetings in any part of Uganda in accordance with the existing laws on public campaigns.
- ✱ The individual campaign meetings must follow a program of meetings submitted in advance by the candidate to the Electoral Commission returning officer.
- ✱ The Returning Officer is supposed to announce and post a program of meetings where the candidates will present themselves and their political programs to the electorate, in the time that is equally allocated to each one of them.

- ✱ The Electoral Commission may, after consultation with all candidates or their agents, organize one or more joint candidates' meetings for candidates who agree to participate.
- ✱ In each parish the candidates' meetings are chaired by a person appointed for this purpose by the Returning Officer.
- ✱ The candidates are allowed to address the meetings in the local language of the area.
- ✱ The candidates are required to answer questions from the public at these meetings.
- ✱ In accordance with the presidential and parliamentary elections Acts, all candidates should be given equal time and space in the state-owned media to present their programs to the public.
- ✱ In accordance with the Electoral Commission Act and Guidelines for elections, candidates are required to avoid attacking other candidates. Any person who publishes a false statement about the character of a candidate with the intention of preventing or promoting the written, or in a song or spoken. The penalty for this offence is either a fine of not more than 960,000/= or imprisonment not exceeding two years or both.
- ✱ Voter intimidation of any kind—whether direct or indirect, is prohibited by the law. Such intimidation includes threats to inflict physical or spiritual harm, use of force or violence intended to prevent or force a person to vote a certain way or for a candidate.

Opportunities available for Women in Politics

- ✱ There are several levels of electable offices in Uganda, right from the local levels in the Local Government Structures to the national level, as a President or a Member of Parliament.
- ✱ Uganda has adopted the multiparty system of governance whereby women are free to join a party of their choice and to contest as candidates under the different political parties.
- ✱ The Constitution of the Republic of Uganda, 1995 establishes the Parliament which is the highest law making body of government. Women can either

be directly elected to parliament by secret ballot through Universal adult suffrage to represent a constituency or to represent Special Interest Groups including women, youth, people with disabilities, workers and the army.

- ✱ Each district in Uganda elects one woman representative to parliament to descriptively represent women.
- ✱ In accordance with the Local Government Act of 1997, women can be elected on affirmative action and on directly elected seats with men.

SECTION 4

Offices available for Women Candidates

Women can contest for the position of president of the republic of Uganda. The president is highest elected office in Uganda.

FUNCTIONS OF THE PRESIDENT

- a. The president is the leader of the Nation, Head of Government and commander-in-chief of the Armed forces
- b. The president has the full authority to act on behalf of the people of Uganda in accordance with the constitution and laws of the country.
- c. The president ensures that the constitution and all laws made under it or adopted by the constitution are maintained and enforced.
- d. The president abides by the constitution and laws of Uganda and protect them
- e. The president promotes the welfare of the citizens and ensures protection of the territorial integrity of Uganda.
- f. The president may carry out the above functions directly or through officers and institutions in accordance with the constitution.
- g. The president is assisted by the vice president, minsters and other run the day-to-day affairs of the country.

QUALIFICATION TO BE A PRESIDENT

Any person is qualified to be elected president as long one is:

- a. A citizen of Uganda
- b. Not less than 35 years old and not more than 75 years old
- c. Is qualified to be a member of parliament

BECOMING A PRESIDENTIAL CANDIDATE

- a. Has completed prescribed nomination form from the Uganda Electoral Commission.
- b. Be proposed by any two (2) registered voters
- c. Be supported by one thousand voters from at least two thirds of the districts of Uganda.
- d. Deposit amount of money prescribed by the electoral commission.

Member of Parliament (MP)

The Parliament of the Republic of Uganda is the highest law making body of governance that is established by the Constitution of Uganda, 1995.

FUNCTIONS OF PARLIAMENT

- a. To pass laws for the good governance of Uganda.
- b. To provide resources to facilitate the smooth functioning of government, by giving legislative sanctions, taxation and authorizing the acquisition of loans
- c. To scrutinize Government policy and administration through:
- d. Pre-legislative Scrutiny of bills referred to the Parliament Committees of Parliament;
- e. Securitizing of the various objects of expenditure and the sums to be spent on each;
- f. Assuring transparency and accountability in the application of public funds;
- g. Addressing to a member of Government questions for reply on the floor of the House; and
- h. Monitoring the implementation of Government programs and projects;
- i. To debate matters of topical interest usually highlighted in the President's State of the Nation address.

- j. To vet the appointment of persons nominated by the President under the Constitution or any other enactment.

WHO ARE THE MEMBERS OF PARLIAMENT (MPs)

- a. Directly elected members, either men or women through universal adult suffrage and by secret ballot each representing a constituency
- b. Special Interest Groups including:
 - c. Women: One woman from each district of Uganda
 - d. The Army: Ten(10) representatives, with at least 2 females, elected by the Uganda People's Defense Forces (UPDF)
 - e. The Youth: Five (5) youth, with at least 2 female youths, elected by the National Youth Council forming an electoral collage
 - f. The Workers: Five (5) representatives, with at least 2 female workers elected by the National Organization of Trade Unions (NOTU) delegates conference.
- g. PWDS: Five (5) representatives, with at least 2 female persons with Disabilities (PWDs) elected by the National Union of Disabled persons of Uganda forming an electoral college

QUALIFICATIONS FOR MPs

- a. Any person can run for parliament as long as he or she:
 - b. Is a citizen of Uganda
 - c. Is a registered voter
 - d. Has completed a minimum formal education of Advanced level standards of its equivalent

WHEN YOU CANNOT BE AN MP

A person cannot be an MP if he or she;

- a. Is of un sound mind
- b. Is involved in any way in the conduct of elections or works with the Electoral Commission

- c. Is a traditional or cultural leader
- d. Has been sentenced to death, or is under sentence of imprisonment for nine months or more without the option of a fine.

TO BE NOMINATED AS AN MP

A person wanting to be MP must.

- a. Be qualified to stand for parliament
- b. Have a completed and signed a prescribed nomination form from the Electoral Commission.
- c. Be nominated by two (2) registered voters
- d. Be supported by ten (10) other registered voters of the constituency.
- e. Pay a fee of two hundred thousand (200,000) shillings to the electoral commission.

The Local Government Structure

According to the local Government Act of 1997, there is a difference between the local government and the administrative councils. The local governments are district councils and sub-country councils with a government character in the rural areas; while the city divisions, municipalities, wards and town councils are located in urban areas. On the other hand the local government administration units known as councils are found at the county, parish and village levels

Electable offices in the Local Government

- a. The District Chairperson is the political head of the district.
- b. The chairperson, vice chairperson and Speaker are full time employees of the district.
- c. The chairperson and Vice chairperson of Municipal councils and those of sub- county, town known as council and city division are also full time employees of their respective councils.
- d. The chairpersons of city and Municipal councils carry the title of Mayor.
- e. Chairpersons of sub- councils and district council as well as municipal council are elected by universal adult suffrage through secret ballot.

- f. Councilors for the municipal councils and district council (except those of sub-county council) are also elected by universal adult suffrage.

QUALIFICATIONS FOR ONE TO BE ELECTED IN THE LOCAL GOVERNMENT

1. A District Chairperson
 - ✱ Shall be a person qualified to be a Member of Parliament
 - ✱ Must be at least 30 years and not more than 75 years of age
 - ✱ Must be a person ordinarily resident in the district or has written intention that he or she will become a resident of that area within the next six months
2. Councilors
 - ✱ A person is qualified to be a Member of a District, City, Division or Municipal Council other than the Chairperson if that person is a citizen of Uganda and is registered voter.
3. A person shall not be elected a Local Government Councilor if that person
 - ✱ Is of unsound mind;
 - ✱ Is acting or holding an office whose functions involve or are connected with conducting elections;
 - ✱ Is a traditional or cultural leader;
 - ✱ Is under sentence of death or imprisonment exceeding six months without option of a fine; or
 - ✱ Is employed by the Local Government Council

COMPOSITION OF A DISTRICT COUNCIL

- a. The District Chairperson
- b. One Councilor elected to represent an election area of the District
- c. Two Councilors one of whom shall be a female youth representing the youths in the District.

- d. Two Councilors with disabilities one of whom shall be female representing persons with disabilities
- e. Women Councilors forming a third of every Council and at least one of the offices of Secretaries shall be held by a female.

The Executive Committee of the Lower Local Government Council shall include:

- a. The Chairperson
- b. The Vice Chairperson
- c. Such number of Secretaries not exceeding five as the Council may determine. At least one of such Secretaries shall be female.
- d. The Chairperson shall assign one of the Secretaries to be responsible for health and children's welfare.

A SUB-COUNTY COUNCIL SHALL CONSIST OF:

- a. A Chairperson elected by universal adult suffrage through secret ballot
- b. One Councilor representing each Parish in the Sub-County
- c. Two Youth Councilors representing the Youth in the Sub-County, one of whom shall be a female youth.
- d. Two councilors with disabilities, one of whom shall be female, representing persons with disabilities in the Sub-County and
- e. Women Councilors forming one third of the Council

Nomination of Candidates at the local Government level:

In order to be nominated as district or city chairperson the law requires that one:

- a. Must be qualified to be elected as a member of parliament;
- b. Is at least 30 years and not more than 75 years of age;
- c. Is ordinarily a resident of that district or has written intention to become resident in the district or city within the coming six months;
- d. Attaches to be nomination paper a list of names 50 registered voters from at least two thirds of the electoral areas, with each person appending

his or her name, signature, physical address and voter's registration number; and

- e. A nomination fee of two hundred thousand (200,000) shillings payable in cash or bank draft.

Understanding the Polling or Election Process

Having understood the opportunities that are available to women to run for political office, they should also learn about the election process and how it works. Having the knowledge of what to expect on the voting day will go a long way in preparing women as voters and candidates. Below is an outline of the electoral process; what to do on polling day or the day of the elections and how to go about handling any complaints after voting has taken place.

What should be done before voting begins?

Before voting begins, the presiding officer is expected to:

- i. Open the ballot box;
 - ii. Show it to the public and the candidates' agents present;
 - iii. Turn the ballot box upside down to establish that it is empty;
 - iv. Seal the ballot box;
 - v. Hold the bundles of wrapped, sealed ballot paper, indicating to all present that they have not been tampered or interfered with;
 - vi. Place an asterisk (*) or star against the names of the first five voters who witnessed the opening of the ballot box;
 - vii. Fill in the accountability forms;
- ✱ Presidential, parliamentary and local government elections all take place between 7.00am to 5.00pm. Voting times may be different for the other elections such as village councils, youth and special interest groups. Polling officials are expected to have setup their polling station before opening time, at 7.00am(Current Law)
 - ✱ Every polling station should, as much as possible, be located in an open ground or where there is no open ground, in large premises of convenient

access, having an outside door for voters to come must be accessible by persons with disabilities and the elderly people.

- ✱ A candidate may be present in person or through her or his representative or polling agent at each polling station for the purposes of safeguarding her or his interests with regard to the polling process. A candidate may be present in person or his representative or polling agents and the letter presented to the presiding officer of the Polling Station.

Campaign Strategy

- ✱ Voters need to understand who you are what you stand for and why/ how you are different than other opponents. Everything you do helps to define you as a candidate.²⁰
- ✱ A prerequisite to having a message is making sure that you understand what issues are important to voters in your district and, most particularly what issues are important to the voters you wish to reach.²¹
- ✱ Once you understand the key issues facing the voters in your district, and what you have to offer voters, you must be able to persuasively answer one critical question: "Why should I vote for you?, or put another way "how will my life and family's life be different (be better) if you are elected?"²²
- ✱ You should talk about specific, concrete ways to solve the challenges and problems faced by the voters in your district. Instead of a broad term for example "being for health care" you could say,

As a parent, my children are important to me and I worry about making sure I protect them. I am running for office because I want to fight for policies that protect children. One of those policies is to establish a health clinic here in this neighborhood

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*that is open extended hours or all night so that people don't have to travel far if their children get sick.*²³

- ✱ A big part of how to communicate this message is to understand the tools that you can use to talk to voters. This isn't always in person communication. You will need to think about how to use the media, events, videos and the internet to communicate with Voters.²⁴

Campaigning

Defining an Election Campaign:

An election campaign is an organised series of events and publicity designed to achieve political office. Election campaigns aim at raising the profile of the candidate, neutralising opposition candidates and educating the voters about the candidate's personal strengths.

The right to campaign:

All women who want to stand for elective office have the right to campaign. The right to campaign includes:

- ✱ The right to campaign on an equal basis with their male counterparts;
- ✱ The right of women to campaign around issues that are of particular concern to women
- ✱ The right to security with respect to their lives and property during campaigns (and throughout the electoral process);
- ✱ The right of access to the media in order to put forward political views on an equal basis with their male counterparts;
- ✱ The right to seek, receive and impart information and to make an informed choice;

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- ✱ The right to move freely within the country in order to campaign for election;
- ✱ The right to campaign on an equal basis with other political parties, including the party representing the existing government;
- ✱ The right to protection of the law and to a remedy for violation of political rights, including those pertinent to participating in an election as a voter or candidate.

The purpose of campaigns:

- ✱ Educate a broad audience
- ✱ Change people's views
- ✱ Neutralize opposing views
- ✱ Win over the undecided public

The campaign environment:

The four environments that you operate in during an election campaign are.

- ✱ The situational environment: what is happening on the ground that you need to build on or change?
- ✱ The political environment: the political issues of the day that may positively or negatively influence your candidature.
- ✱ Political Party environment: What are the issues concerning your party that you need to enhance, diffuse or develop to support your candidature?
- ✱ Personal environment: Are there any aspects of your life, background, education, track record, personality and achievements you can use or diffuse to support your candidature?

Knowing the above helps you know and plan how to reach out to the electorate in order to get the votes you need to win.

i. The campaign plan:

- ✱ Fail to Plan–Plan to Fail

Purpose of the Plan:

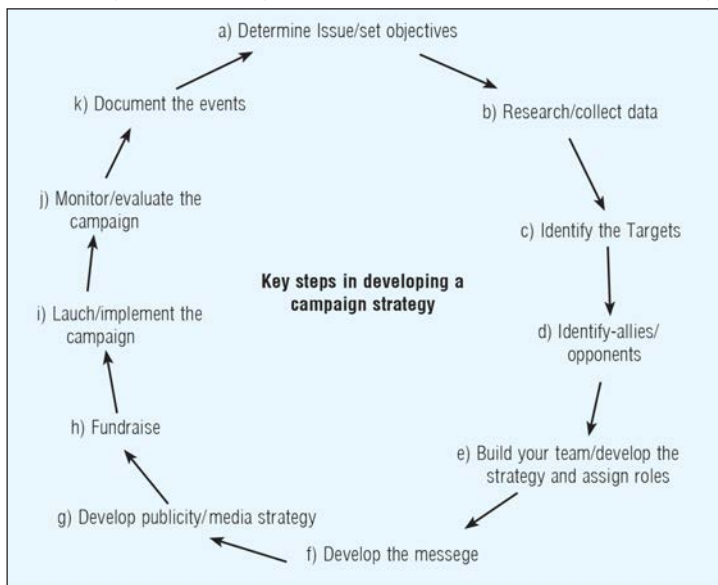
The purpose of developing a campaign plan is to outline how you plan to get a 50% plus one majority on Election Day. Developing a campaign plan is crucial to your success. The plan is your road map to Election Day victory and if viewed as such will help you plan it to the best of their ability because the aim is to win the election. The campaign plan outlines each step in your campaign from the time you decide to run until the polls close on Election Day. Challenges always arise and campaign plans can be altered. What is important is to have a plan outlining what you will do to win, how and when you will implement the strategy, and finally, how much it will cost.

The campaign plan says to potential large donors and important supporters that you are serious enough to spend possibly dozens or more hours on a written plan. They see not only that you want to win, but how you plan on winning. This could give them the faith in you they might not have had otherwise and cast a vote or give you money or preferably both.

Once you have decided to run, the tasks associated with the campaign can seem overwhelming. Having a campaign plan can provide perspective and help you to make sure that yours is following a strategic path to victory.

Key elements of the plan:

Below is a cycle with the key steps used in developing a campaign strategy:

*Explanatory notes on the key elements:*

Above is a cycle with the key steps used in developing a campaign strategy:

a) Determining the issues and setting the objectives

The importance of determining the campaign issues and setting the objectives cannot be overemphasized. The campaign strategy is to a large extent based on the key issues that are identified during the stage of developing the objectives of the campaign.

b) Carrying out the research and data

The research and data collected helps to provide further information about the campaign issues. This is information that is used in developing the campaign messages and your manifesto.

c) Identifying the target groups/opponents/ swing voters and allies:

It is important to identify the target group for each issue. This will help you design and package the message appropriately.

Campaigns are based on convincing the electorate to vote for you. It is important to know how many people are in your constituency and who your opponents and allies are. Your messages should be designed to address their different concerns. The campaign team should aim at strengthening their ties with their allies and winning over their opponents. However the most energy should go to convincing the undecided electorate who are referred to as swing voters.

Building the team: The campaign team carries your image. It is important that you identify a strong core team which is referred to as the task force equip them with skills and a code of conduct to represent you effectively. You should choose a few trusted people on your team who can tell you the truth about the campaign and you should meet with them regularly. The key to organising a successful election campaign is trust, mutual respect, openness, and integrity in the campaign team. Building the Team is addressed in more detail in the next segment.

Party Structures: Political parties will have structures set up from the village to national levels. It is important that you work with these bodies to help you organise your campaign. You should take advantage of the human and other resources available to you as a party candidate. You should ensure that your team is in harmony and cooperates with the party structures.

d) Developing the strategy and assigning team's roles.

Your campaign strategy will evolve round the issues developed out of research carried out in your constituency. Your strategy should be to strengthen your candidature and to diffuse or neutralise any negative issues arising from your opponents camp or from within the electorate themselves.

You should plan together with your team and develop your objectives around the issues of concern. You should develop strategies and activities that will help you achieve your objectives. It is helpful for you to use the Who, What, Where, Why, When and How framework to help your plan. This frame work will also help you identify the resources you will need for each activity. You should remember to attach a clear time frame to each activity and to assign roles to your team members. Below is a sample table that can help you plan effectively:

Planning the campaign strategy

Issue	You have no agenda for the youth and only concerned about the older generation
Objective	To mobilise support from the youth
Activities	Mass rallies with youth Organise bicycle races Visit schools
Target group	Youth in and outside schools
Person responsible	Youth Secretary and Campaign agents
Date/ Time	2 nd week of June '05 4th week of July
Resources required	Public Address System ICT materials Bicycle Trophy

Location of activity	Boma Square School compounds
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It is important to note that the strategies and activities keep changing so the planning process will have to continue through out the campaign period. Other issues to consider as you plan are:

- ✱ Mapping of the key geographic areas needed to win.
- ✱ Identification of key personalities to be visited. Do not forget traditional leaders and opinion leaders who have a lot of influence in communities. Consult them regularly.
- ✱ Coordination of campaign agents to maximise numbers of people to make visits to voters.
- ✱ Coordination of the media component to maximise coverage.
- ✱ Maintenance of direction and control of travel within the constituency (this is an expensive component and therefore needs to be managed properly).
- ✱ Maintenance of communication with all aspects of the campaign. Lack of communication retards progress and frustrates campaign agents. The candidate should have weekly de-briefing meetings where the team can get up-dates and compare notes.

e) Develop the message:

The message is a key aspect of the campaign. It should be developed considering the research findings on the issues of concern. You should make the message simple and clear. Your campaign slogan and speeches all evolve around the campaign message (See Chapter on Message Development for more details).

f) Develop the publicity and media strategy:

The media strategy will enable you reach a wider audience and make you more visible on the political scene. It is important to analyse which media is most effective and which one covers your electoral area. You should also

endeavour to build rapport with the press and media agents from different media houses. (See Chapter on Message Development for more details).

g) Fundraising:

Election campaigns are very expensive to run. It is important that you plan well ahead of time and develop a realistic budget to help you fundraise. You should identify potential donors, share your goals with them and ask them for both financial and other resources. You should be creative and think of different activities that can be used to raise funds.

h) Launch campaign:

The launching of the election campaign is very important. The launch should be well organised and exciting. This will help to attract as much attention as possible to you and the campaign message. The launch should be publicised so that the electorate turn up in large numbers. The launch should be followed by the implementation of the activities. You should implement the campaign following the campaign plan. You should ensure that all the members of your team are well aware of their roles and you should encourage them to follow the plan and the time frame.

Announcing your Candidacy:

The following are tips for announcing your candidacy:

- ✱ You should try to choose a date when news may be low. Announcing your candidacy when there are other or even bigger news stories means the announcement goes unnoticed.
- ✱ You must only announce your candidacy when you have your campaign plan and budget in place. This will mark you out as a serious candidate who knows what they are doing and who intends to give their best to win.
- ✱ You should test your theme and your message before you make your announcement. You should be clear why you are running for office and what issues are important for your campaign.
- ✱ You should select a strategic location to make your announcement, preferably one that relates to your issues and message.

- ✱ You should call a press conference to make your announcement. The coverage could well boost your campaign and lets voters know you are out there and willing to make a difference in the community.
- ✱ You should be on time for the launch. You should ensure that you start on the right note. Arriving late sends out a negative signal to supporters and potential supporters.
- ✱ You should prepare a press kit, i.e. a brief on who you are (profile), your message. This will ensure that all the press is getting the same information and reduces any distortions that may arise just from hearing. The easier you make it for journalists, the better your chances for coverage.
- ✱ You should make sure you have many supporters present when you make your announcement. You need to create excitement and enthusiasm about your campaign.
- ✱ You should ensure that you inform the power bases of your announcement. The power bases include your party, major local leaders, major local organizations, associations, etc. Even if they don't come, the power bases want to be informed of the event prior to its occurrence.

j) Monitor and evaluate the campaign:

Monitoring and evaluating your campaign will help you follow up on how effective it is. The evaluation should take place throughout the election process. Monitoring enables your team to decide whether to modify the strategy or to strengthen particular aspects of it.

What to monitor

- ✱ Have you developed a clear campaign message?
- ✱ Does your campaign team understand your message?
- ✱ Are your activities behind or ahead of schedule? How closely have you followed your campaign plan?
- ✱ Do you know which voters you need to reach, how and by when?
- ✱ Are you keeping track of voters you have already contacted?

- ✱ How many strategic meetings have you attended/participated in that will put you in touch with voters and get your message out?
- ✱ Have you been working closely with your political parties/key political party officials when campaigning?
- ✱ What work remains to be completed before Election Day?

k) Ensure the campaign is documented

You will need to document your campaign events. Reports provide valuable records of events for future reference.

Planning campaigns in a systematic manner helps you think through your strategy and plan an effective campaign. The steps in the cycle sometimes overlap and there is often need to revisit the various stages. The campaign requires dedication and commitment. It is therefore important that your team keeps focused and that the work is divided among the team members to avoid situations of stress and burn out.

Building the Campaign Team

Even the most talented candidate cannot win without building a team to help shape the campaign and guide you to victory. It is important to have volunteers or staff to help you navigate each step of your race. Depending upon the size of the race, the budget and your pool of volunteers you will need to decide whether your team will be comprised of volunteers or paid staff or a combination of both. When considering the members of your campaign team, you should look beyond your usual circle of supporters. While it is important to involve people close to you whom you trust, most campaigns can benefit from fresh ideas and input.

Building a Winning (Campaign) Team

The campaign team is an important part of your election campaign. It is important that you invest time in building a team that is organised and portrays you and your values. You should identify the core members of your team. You should work with them and encourage them to keep the other members informed about key aspects of the campaign and how you operate.

i. Understanding the campaign

The team should understand and be able to articulate the party vision and policy. They should also have a clear understanding of the campaign message. You should plan and set goals together with your team and discuss issues of concern with them. The team should own this process. Your team should be able to explain your message and your goals.

ii. Equipping your team

You should establish core values and a code of conduct with your team. You should train your team in issues of diplomacy and public relation or have someone competent train the whole team. You should equip the team to portray the right image to the electorate. The other core skills the team should have are persuasion, time management and how to manage conflict.

iii. Building trust and unity

You should build trust in the team by encouraging them to be people of integrity. You should encourage accountability and transparency in all their work. All the members of the team should value and respect each other. It is important to develop a policy of open communication in the campaign team.

iv. Your role as the leader should be to:

- ✱ Inspire a shared vision
- ✱ Focus on achieving the task, building the team and show concern about the individual in the team.
- ✱ Model the way
- ✱ Challenge the process
- ✱ Enable others to act
- ✱ Encourage the heart

Key Team Members:

The following is a list of key team members you need to put in place to help you run your race. Some of the team members may play multiple roles; the key issue is to have a team in place.

Campaign Manager:

The Campaign Manager should be the first person you hire or bring on board long before you announce your intention to run for office. The Campaign Manager is your key strategic advisor on the campaign. The Campaign Manager should be someone with whom you can confide in and at the same time has the confidence of the rest of the team. The Campaign Manager is involved with the development of the campaign plan and ultimately has the responsibility of co-ordinating and executing the plan. The Campaign Manager also has the responsibility of steering the campaign in the right direction and resolving disputes along the way. The Campaign Manager should be a good listener, knows how to analyze situations and make quick, reasoned decisions. The Campaign Manager should be a good representative of you, able to speak to the media on behalf of you.

Finance Manager:

In the early days of the campaign, the largest task for you is beginning your fundraising and developing a fundraising plan that will allow you to meet your budget projections for the campaign. The Finance Manager should help put together a Finance Plan detailing how funds are to be raised and from whom. It is always helpful if the Finance Manager is financially secure, with financial connections in the community. The Finance Manager should also be someone with time to devote to the campaign, plan fundraising events and follow up on pledges made to you, when you are unable to do so yourself.

Press/Publicity Secretary:

The Press Secretary is in charge of your Media Campaign. The Press Secretary will help you build your message and find strategic ways to get your message to the voters using various means and various media. The Press Secretary will also sometimes serve as your spokesperson as well as overseeing the campaign's research. If the Press Secretary is not in charge of research, you need to ensure that there is someone responsible for research. The Press Secretary also helps you prepare for debates and other public appearances. The Press Secretary is also responsible for the production of the campaign

materials and their distribution and for compiling a list of all the media personnel and their mobile telephone numbers. If you have an office or operate from your home, the Press Secretary should answer all telephone calls and keep a record of all your speeches, press releases, video recordings, newspaper articles (on and by you).

Scheduler:

The Scheduler keeps the campaign ticking. The Scheduler should be an organized person who is good at following up. The Scheduler makes sure that you are going to events and meetings that make strategic sense. While the Scheduler will help organize logistics, you should also have a clear sense of which voters you are targeting so as to proactively build a winning schedule.

Fund-Raising

Fund-raising is one of the most challenging and important campaign activities. It must be an integral part of the entire campaign. People don't donate to you simply because they want to. Their contribution serves their needs. They donate because you have identified their needs and have demonstrated that contributing to you serves them.

The techniques and requirements of raising money tend to be very much the same. You must have something to offer the prospective donor and you must feel there is something in it. Certain myths about fundraising must be de-mystified by the fund-raiser for successful results.

These myths include:-

- ✱ Most people do not want to contribute financially to political candidates
- ✱ Asking people for political contributions is begging
- ✱ People who have already given will be annoyed if you ask them again

Having made the decision to run for office and having approached key individuals in the community for pledges of support, the candidates and campaign staff should begin the fund-raising process with the following steps:-

- i. **Determine how much money you need to win:** The first step is the development of a campaign budget. The budget is the result of putting price tags on your campaign activity; don't forget that fundraising itself is a campaign activity and the costs of fundraising must be a part of the campaign budget.
- ii. **Design a plan to raise what you need:** Knowing how much money will be needed is as important as knowing how much will be needed to implement your plan. By combining the budget with a time-line, assigning cost figures to the activities as they are to take place, you can develop a cash flow chart which will provide fund-raising deadlines and spending guidelines. Outline what percentage of the money will be raised by each type of fund-raising activity. Include a description of your Finance Committee and how it will operate.
- iii. **Recruit a Finance Chairperson:** The Finance Chairman/Chair-lady should be well-known and respected in the community. It is helpful if you have had experience in raising funds either in politics or other community activities. You want a person with numerous contacts, who can recruit others to raise money for the campaign.
- iv. **Form a Finance Committee:** Committee members also should be individuals known and respected in the community. Try to find people from different parts of your district, as well as representatives of various constituency groups, occupations and affiliations. Peer pressure is the key to successful fund raising. Committee members should be those who can themselves commit significant amounts of money to the campaign. It should be easier for them to solicit contributions from others if they can say they have given substantially themselves.
- v. **Do your research:** The strength which makes you electable also makes you appealing to potential contributors. In developing a fundraising plan, you will target your audience just as you target the audience for your campaign messages.

Ask yourself:–

- ✱ What are the candidates and the opponents' assets and liabilities?
- ✱ How firm a base have you established in the district?
- ✱ Can the campaign expect help from the party?
- ✱ Does the campaign require a large number of small individual contributors, or will you rely on fewer larger contributions or both?
- ✱ How many and what type of fund-raising events will the campaign undertake?
- ✱ Will you spend your own money?
- ✱ How much can the campaign expect in contributions from members of the Finance Committee?
- ✱ Which groups are likely because of shared values or mutual interests, to support you?
- ✱ Which groups are likely to contribute to you because of dislike of the opponent?

The following are some of the possible contribution that candidates should approach:— Yourself;

- ✱ The family;
- ✱ Immediate community;
- ✱ Friends;
- ✱ Business community;
- ✱ Churches—women form more than 50% of church congregations,
- ✱ Social club members;
- ✱ Schoolmates through alumni associations.

You/ campaign should also take note of the following:—

- ✱ You should have a rudimentary knowledge of banking as you will deal with accounts, cheques, transfers etc.

- ✱ You should have a reliable and competent assistant to act as your point person and negotiate with contributors on your behalf.
- ✱ You should know which post you are contesting, profiles of your opponent and your chances of winning and you should give this information to your contributors.
- ✱ Tell the contributors convincingly why you should be assisted.
- ✱ Women candidates should approach members of the business community.

Points to remember:

1. People will not give if they are not asked, so be sure to ask continuously.
2. Design a detailed plan for raising the money you need—share this information with your confidants.
3. Remember that money is raised best through peer pressure—get friends to ask on your behalf.
4. The more personal the request, the better the return—don't be afraid to ask.
5. Fund-raising requires proper sales tools—practice a small speech that will be your pitch.
6. Remember you are asking people to make an investment—be able to tell givers what they will receive in exchange for their contribution or what the money will be used for.
7. Ask for specific amounts – target who will give and ask them to give a certain amount based on their ability to give.
8. Your best donors are those who have already given—once you have received a contribution be sure to ask again.
9. Spend smart—All campaigns have limited resources. There is no money to waste. Money should not be spent on impulse. You should always ask yourself, "Was this item budgeted?" It means to spend smart is to stay on track. As much as possible, you should stick to your funding

strategy. That in itself shows good financial management skills, one of the requisite skills for a leader.

10. Always say thank you. An unappreciated donor is one that won't give you any money. Make it your practice to always send a [handwritten] thank you note within 24 hours of a contribution. Always. No exceptions. Lack of appreciation is one of the primary reasons donors do not give.

The Best fundraising advice: Raise Money Early. Raise Money Often. Ask and Ask Again

Budgeting

A campaign budget is a financial blueprint of a campaign strategy. It documents all the items and services the campaign plans to buy, it reveals the amounts each will cost, when purchased, and shows when the bills must be paid.

Given that resources are limited the task of the campaign manager is to allocate resources efficiently and effectively. The campaign budget is a written plan that allocates one of the most scarce resources—money.

Why do you need a budget?

- ✱ A budget is a formal request to your fundraising committee
- ✱ A budget helps the campaign manager to spend smart—ie. Always to ask, “was this item budgeted?”
- ✱ It helps the campaign team to stay on track
- ✱ It helps to establish your credibility to contributors and to prove your sophistication
- ✱ A completed budget process and corresponding documents can assist the campaign team manage a crisis.

Budgeting Do's and Don'ts

Dos	Don'ts
Consider every expense in your campaign plan	Don't assume that the budget from another campaign will suffice for your current campaign. Every election is different. Think for yourself.
Save copies of your calculations	Don't lump expenses together on the same budget line.
Estimate	Don't assume that when you budget a particular expense that it is also when need to pay for that expense.
Set aside money for your media buy	Don't plan to end with a deficit.
Budget for contingencies	Don't rush. The budget is crucial, so take your time and do it right.

Knowing the votes one needs to win:

How many votes to win and how she will reach those voters are critical. A voter contact program is the key to ensuring that you get the support of the voters you need and make sure that they vote on Election Day. Even before you are a candidate they can begin reaching out to the voters they need to win. You should look beyond the groups of voters you already know and begin attending events where you are likely to meet a new group of voters.

Identifying and targeting voters:

The first step in preparing a voter contact plan is calculating the number of votes you need to win. In a tight race, this number equals to 50 percent plus one. You need to select similar elections from your area from the recent past and consider what factors influenced people to turn out to vote. By using recent elections, you can gain a broad overview of past voter behaviour and help you determine general voter turnout as well as the number of votes you need to win.

Unless the area you are running in is very small, it is often impossible for you to reach every voter and thus you must prioritize whom you will reach and by what means. You should give voters who, based on previous elections are the most likely to vote and whom you determine are the most likely to vote for you, the highest priority.

You should target the voters both geographically and demographically, i.e. based on where they stay and based on demographic factors such as income, age, ideology, profession, education and gender.

Make contact over and over again:

Once you have determined which voters it will target, you need to focus your voter contact activities on those targeted groups of voters. You should endeavor to go door-to-door in areas where large numbers of targeted voters live. You should not waste precious resources trying to contact everyone in your area. If you have extra volunteers or money, then you can try and contact voters that are not in your targeted groups. But first and foremost, you should establish what number of votes you will need to win, target various groups of voters that equal (or exceed) that number, and contact them over and over again with your message.

Maintain Control:

By targeting your voters before you begin your campaign and incorporating this targeting into every facet of your campaign plan, you will be able to stretch your resources much further than if you simply “go out and campaign.” You will be able to maintain control by making sure that the only voters you are spending time and money on are those voters that not only live in the area and are registered to vote, but that are likely to vote for you after hearing your message. The formula is straightforward: research, target, plan, contact, win.

Establishing Relationships with the Voters

Voters can be reached in a number of ways. You and your volunteers can go door to door, you can call voters, reach them through the media, through attending certain events, or through campaign rallies. You should also think of

other creative ways to reach your voters by knowing where they congregate: is it at church, at the hair saloon, at the local primary or secondary school, the well, at the market? Where ever the voter is to be found, the best method is face to face contact – and preferably in people’s homes.

This will mean that you need to have an adequate pool of volunteers to help you with this method of canvassing for votes.

You should target the voters both geographically and demographically, i.e. based on where they stay and based on demographic factors such as income, age, ideology, profession, education and gender.

All effective methods of voter contact cost money, time and people. The methods you use and when you use them depend largely on your resources and strategy.

You are to make sure to track of your progress. You should create a data base of your voters and follow up on undecided voters with persuasive communication.

When speaking to voters the candidate should follow the guidelines below:

- ✱ Address the voters politely, start by greeting them, show that you are genuinely interested in them and their well being
- ✱ Talk about your accomplishments and experience
- ✱ Tell them how you will improve the community
- ✱ Speak in the local language
- ✱ Be polite and speak clearly

Be engaging: ask them about their issues and concerns.

It is also important to know what leadership is when applying to run a campaign. There are certain factors that need to be considered when it comes to being a good leader.

- ✱ What is leadership?
- ✱ What is transformational leadership and what this involves? A style of leadership where the leader engages others in such a way that both

leader and followers are influenced to rise to a higher level of achievement and morality.

- ✱ To have successful idealized influences involves—setting a world view that excites and attracts potential followers...
- ✱ Charting the way involves—recognizing that the process is people orientated and depends on them
- ✱ Critical assumptions in charting the way are—people follow a person who involves and inspires them
- ✱ Inspirational Motivation involves—the leaders articulate the vision
- ✱ Intellectual Stimulation involves—Challenging the status quo
- ✱ Success Factors for transformational leadership—transformational leaders seek to influence the mind of the followers and the culture of the leadership space (Parliament, Local Councils, Political Parties, etc)
- ✱ Transformational leadership entails

⇒ <i>High moral and ethical values on the part of the leaders</i>	⇒ <i>Participatory decisions making as a rule</i>
⇒ <i>Showing genuine interest in the led</i>	⇒ <i>Innovative thinking and action</i>
⇒ <i>Having an inspirational vision</i>	⇒ <i>Motivation based on right</i>
⇒ <i>Mutual trust between leaders and the led</i>	⇒ <i>Leaders being mentors</i>

“Critical Question to reflect on: As you stand for elected office, what kind of leader do you aim to be? What legacy do you want to leave? Will you conform or transform your people and the leadership space you enter?” ²⁵

Rules Governing Polling Station

- ✱ No person is allowed to be armed with a delay weapon within one kilometer of a polling station unless she or he is on duty to keep law and order at that particular polling station. Upon conviction, one will have to

²⁵ Women's candidate handbook, UWONET, 2010.

play a fine not exceeding 480,000/= or be imprisoned for not more than one year, or both.

- ✱ No person is allowed to use any loud speaker or similar communication machines within hearing distance of any polling station on polling day for purposes of promoting or opposing any candidate. Any person who breaks the rule faces a fine of 480,000/= or imprisonment not exceeding one year or both.
- ✱ No person is allowed to bribe or to directly or indirectly influence another to vote or refrain from voting any candidate by providing money, gifts or favours during the elections. It is illegal for anyone to buy or promise to buy alcohol for any voter on polling day before the close of polls. Anyone who commits this offence is liable to a fine of 1,440,000/= or imprisonment not exceeding 3 years or both.
- ✱ It is illegal to persuade or buy people to vote at an election, when you very well know that such people are not allowed to vote—such as those below 18 years or non-Ugandans or voters from other areas.
- ✱ On polling day, it is against the law to obstruct, block or prevent a voter or aspiring candidate from freely participating in the elections at the polling station or when the voter is coming to or leaving the polling centre.
- ✱ It is illegal to obstruct or hinder an election official from carrying out his or her duties at the polling station. Any person who commits such an offence can be punished with a fine of 1,440,000/= or imprisonment not exceeding 3 years or both.

Vote Counting and Recording of Results

- ✱ The Returning Officer is in charge of tallying all the results for each candidate for Parliamentary and Local Governance Elections and for declaring the winner, with the highest number of votes.
- ✱ All candidates are entitled to be present in person or through their representatives or polling agents at each polling station throughout the voting and counting and tallying of the votes so as to make sure that the results are correct.

After the closing polls

The presiding Officer is expected to arrange the station for counting of the votes and the:

- i. Open the ballot box
- ii. Empty all the contents carefully unto a polling table or a plastic sheet of paper
- iii. Arrange and unfold the ballot papers into piles
- iv. Sort the ballot papers per candidate in full view of the voters present
- v. Put aside invalid ballots.
- vi. Count all votes immediately, including invalid and spoilt ballots in full view of those present.
- vii. Fill in the forms for transmission of election results to the returning officer.

Signing Declaration of Results Form

The presiding officer will record and enter the number of valid votes received by each candidate at the polling station against his or her name on a Declaration of Result Form. All votes cast for each candidate at that polling station shall be recorded in both figures and words and countersigned by the polling agents before the declaration of the results.

Each presiding officer shall fill in and sign the necessary number of Declaration of Results forms and all agents must endorse four copies of the declaration forms or give reasons in case they refuse to. The four copies include.

- ✱ One copy that is put in the envelope supplied by the electoral commission, together with the official Report Book and Accountability of Ballot Papers form that is sealed by the presiding.
- ✱ One copy to be sealed inside the ballot box
- ✱ One copy to be handed over to each candidate or their agent
- ✱ One copy to be displayed at the polling station

What to expect after the Elections

- ✱ The defeated should accept the judgment of the voters.
- ✱ If the incumbent party or the ruling party loses it must hand over power peaceful.
- ✱ No matter who wins, both sides must agree to cooperate in solving Uganda's common problems.
- ✱ The defeated parties, who now become the opposition, must be assured that they will not lose their lives or go to prison.
- ✱ The opposition has a right to continue to participate in public life, knowing very well that its contribution is very necessary for the growth of a democracy.
- ✱ When the next elections come along the opposition parties are free to once again compete for power.

Handling Election Complaints

Every Ugandan has a right to obtain information from the presiding officer concerning the voting process. After the elections, there are times when some voters are not satisfied with the electoral process or the elections results. In such circumstances the people that are unhappy or dissatisfied with the results must not take law into their own hands but must report their grievances to the relevant authorities, who include the police, courts law or follow the complaints procedure as laid out by law.

Complaints during polling or casting of the vote

- ✱ A political party agent or any voter present at polling station may raise and present in writing complaints relating to the voting at the polling station.
- ✱ A presiding officer should not refuse to receive a complaint presented to him or her and is required to initial every such presentation and annex it as part of the official record of the polling station.
- ✱ Upon receiving a written complaint, the presiding officer is required to deliberate upon it and resolve the matter with the help of polling Assistants.

Complaints during the counting of votes

- ✱ A candidate or a candidate's agent or any voter present may raise any objection during the counting of the votes.
- ✱ The Presiding officer should keep a record, in the report book, of every objection made by any candidate or a candidate's agent or any voter present to any ballot paper found in the ballot box; and decide every question out of the objection.
- ✱ An objection recorded during the counting of votes must be numbered and a corresponding number placed on the back of the ballot paper to which it relates, and the ballot paper must be initiated by the Presiding Officer. This process shall be witnessed by the Polling assistants and the agents of the different candidates.
- ✱ The decision of the Presiding officer in respect to an objection raised is final. This decision can only be reversed if court orders a recount of the votes following an election petition.

Handling of election petitions in Court

Once the election results have been declared, the Electoral Commission's mandate to hear aggrieved parties or people that are unhappy with the results expires. Any complaints relating to the elections that are made after the declaration of results are handled by the courts of law.

Grounds for Nullifying and Election by Court

Election results will be nullified if court establishes that:

- ✱ There was non-compliance with election laws or the failure to conduct the election in accordance with the principles laid down in the law. The complainant must show that the non-compliance or failure to comply with the law affected the result of the election in a substantial manner;
- ✱ A person other than the one declared as a winner won the election; or
- ✱ An illegal practice or any other offence was committed in connection with the election by the candidate or with his or her knowledge and consent or approval; or

- ✱ The candidate was at the time of election not qualified to contest; or
- ✱ The candidate was disqualified for election is conducted following the same election procedures as provided for in Uganda's electoral laws

Ways in which one can celebrate a win and things to remember when you have won:

- ✱ While accepting the win, acknowledge your opponent. They too have worked hard and long on the campaign trail.
- ✱ Thank your voters, campaign team and those that gave you money.
- ✱ Keep connected to your electorate. Voters often feel used and discarded by politicians. So be different by keeping in touch.
- ✱ Develop a plan of how you will fulfill your election promises. Remember you are a woman of your word.²⁶

What to do if you lose:

- ✱ Evaluate why you have lost and learn from it. As the old adage goes "when you lose, don't lose the lesson"
- ✱ Remember to thank those who voted for you. It's their loss too and they feel just as bad so remember them, encourage them.
- ✱ Develop avenues to keep connected to your supporters
- ✱ Develop strategies to win over those that did not support you. Endeavour to enlarge your support base.
- ✱ Remain active in politics, whether in your political party or in your independent capacity.
- ✱ Remain active in politics, whether in your political party or in your independent capacity.
- ✱ Monitor how women's issues are being addressed both nationally and in your locality. You can still use your voice to champion women's rights and to demand greater accountability for women.
- ✱ Keep connected to the press. Do things that will get you coverage and that will boost your visibility .

²⁶ Women Candidate's Handbook–UWONET 2010

- ✱ Graciously accept defeat and congratulate your opponent.
- ✱ Evaluate any skills you lacked and get training/better yourself for the next round.
- ✱ Thank your campaign team and your donors
- ✱ Mentor another woman into politics
- ✱ Document your journey, others need to learn from your story
- ✱ Never give up!²⁷

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Conclusion

The struggle for gender equality has been a long one and is still continuing. Getting women actively involved in the political process is a crucial component in achieving equality. In spite of the fact that there are recorded successes in many aspects, it is still evident that the fight is far from over. The barriers to women's participation in politics are enormous, and it is essential that women take their rightful places in the political process, as voters, as candidates, as political activists or mobilisers, as members of political parties and even as members of staff of the electoral commission, civil society and general citizenry. Women in politics can make a difference and should take the opportunity to fight for this space.

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