



Gender Transformation & Empowerment

POLITICAL LEADERSHIP & CANDIDATE TRAINING WORKBOOK FOR WOMEN CANDIDATES

REPARATION
COMMUNICATIONS
FUNDRAISING CAMPAIGNS
MANAGEMENT
MITIGATION



October 2020

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PART A: INTRODUCTION & GUIDANCE

THE CONTEXT

This Workbook is part of UN Women and Women Democracy Network (WDG)'s Political Leadership and Candidate Training, a comprehensive training curriculum designed to support UN Women's programs on women's political empowerment and leadership. It specifically targets to help expand the pool of aspiring political women leaders who often do not run for elected office out of fear – not of losing, but of the unknown. This training seeks to demystify the political process.

This training curriculum supports the implementation of the UN Women's Strategic Plan 2018-2021. The Plan outlines the organization's strategic direction, objectives and approaches towards achieving gender equality and empowering all women and girls by 2030.

This training program falls under Outcome 2, which focusses on political participation: increasing the number of women of all ages who are fully participating, leading and engaging in political institutions and processes. It takes special interest in young women, indigenous women and women with disabilities.

ABOUT THIS WORKBOOK

This Work Hand book is intended to be used by aspiring and experienced women leaders as part of UN Women' and WDG's political Leadership and Candidate Training program.

It is to be used during the training for doing training exercises and keeping a record of notes and plans. It is to serve trainees subsequent campaign planning after the training.

It is our sincere hope that you find the information contained in this manual useful in enhancing your knowledge on leadership, decision making position.

ABOUT US

UN Women Uganda works with civil society organizations to ensure they play a greater role in women leadership and political, peace building processes, transitional justice processes, security sector reform, post-conflict governance and national action plans on women, peace and security.

In partnership with The Women in Democracy Group (WDG), UN WOMEN is carrying out a capacity building program for aspiring women political leaders. The program is comprised of five National Women's organizations; Action for Development (ACFODE), Centre for Women in Governance (CEWIGO), Forum for Women in Democracy (FOWODE), Uganda Women's Network (UWONET) and Women Democracy Network – Uganda Chapter (WDN U). WDG brings together women's organizations that are at the forefront in advancing good governance and democracy through effective women's participation. The group believes in the synergies brought together, coordination, reaching out wide with a common message and avoiding duplication - in effect, effectively utilizing the minimum resources.

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

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

Forum for Women in Democracy (FOWODE) is a women's rights national non-partisan organization which was established in 1995. FOWODE grew out of the Women's Caucus of the 1994-1995 Constituent Assembly which debated and passed the 1995 Constitution. After the enactment of the Constitution, the Gender

Working Group of the Caucus formed FOWODE with the aim of mobilizing women to take advantage of the gender sensitive Constitution.

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

ABOUT THE TRAINING CURRICULUM

The training curriculum contains five Modules covering sessions on core political leadership and campaign skill areas:

1. Preparation and leadership

- * Transformative leadership
- * The decision to run
- * “Your story”
- * The constituency, the political landscape, office, the She Vote Methodology and electoral laws
- * Political parties
- * Running as a woman

2. Communications

- * Creating a message
- * Public speaking
- * Creating a communication plan
- * Promoting the interest of your political party
- * Talking about gender equality and women's empowerment

3. Voter contact

- * Goal setting and Targeting
- * Voter/constituent engagement

4. Fundraising

- * Money and fundraising sources in campaigns
- * Fundraising tools and plan
- * Legislated and non- legislated political and campaign finance

5. Campaign management

- * Campaign plan
- * Campaign team
- * Campaign budget

6. Deployment of polling agents and monitoring of your vote.

7. Elections Petitions

7. Monitoring your election.

- * Deployment of polling agents
- * Monitoring your vote.

8. Election Petitions

- * The trial
- * Procedure for trial of Election Petitions.

The curriculum is adapted for women political aspirants and leaders in a variety of contexts. It will help those beginning their careers as well as those more experienced looking to sharpen their skills. It can be used by aspiring or declared candidates and campaign staff, whether contesting or just generally interested in learning more about political participation and leadership.

Modules and Sessions culminate in an exercise on developing a comprehensive Campaign Plan.

MODULE 1:

PREPARATION AND LEADERSHIP

The module is designed to help you as you are considering running for office (or would like to help other women run for office) to understand your leadership potential and how your life experiences contribute to this potential. It will also help you would represent when elected to office. What the responsibilities of the office are, the relevant electoral laws and the role of political parties.

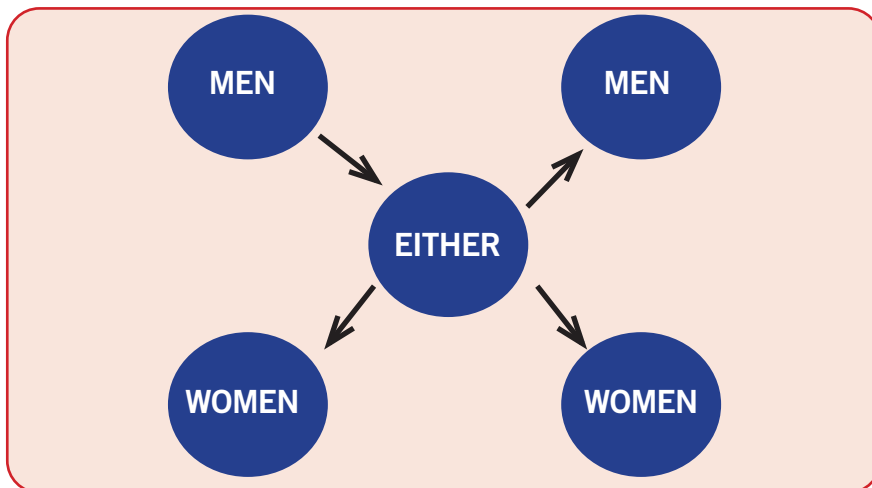
There are six sessions within this module:

- 1.1. Transformative leadership
- 1.2. The decision to run
- 1.3. Your story
- 1.4. The constituency; The 'She Vote' Methodology; The Political Landscape; Office; and Electoral Laws
- 1.5. Political parties
- 1.6. Running as a woman.

SESSION 1.1: TRANSFORMATIVE LEADERSHIP

Gender roles and social norms have changed over time. What it means to be a leader has also changed. It is your right to participate in politics and run for office to be a leader for your community and influence decisions that improve people's lives. But leadership begins with one person: that person must lead herself before she can lead others. The first step in making the change we want to see in the world is evaluating our starting point. This can help you to define what leadership

means to you own life. By moving from empowerment to leadership you can start to think about what you want to do as a political leader.



Handout 1.1.2: Levels of Empowerment

Complete the following questionnaire by circling the figure you feel comfortable with as the level of empowerment you have in key areas of your life.

Not empowered

1

5

10

Fully empowered

1. Your body (including determining family size and childbearing time).

1 2 3 4 5 6 7 8 9 10

2. Decisions (big and small) in the home.

1 2 3 4 5 6 7 8 9 10

3. Equality with men in the household.

1 2 3 4 5 6 7 8 9 10

4. Setting goals for yourself (planning and carrying out plans for life).

1 2 3 4 5 6 7 8 9 10

5. Ability to represent yourself and stand up for yourself.

1 2 3 4 5 6 7 8 9 10

6. Influence over what goes on in the community.

1 2 3 4 5 6 7 8 9 10

7. Influence over what goes on in the country.

1 2 3 4 5 6 7 8 9 10

8. Education (knowing things).

1 2 3 4 5 6 7 8 9 10

9. Skills (knowing how to do things).

1 2 3 4 5 6 7 8 9 10

10. Problem-solving experience.

1 2 3 4 5 6 7 8 9 10

11. Self-confidence (confidence in yourself).

1 2 3 4 5 6 7 8 9 10

12. Access to resources such as people and money.

1 2 3 4 5 6 7 8 9 10

13. Access to resources such as people and money.

1 2 3 4 5 6 7 8 9 10

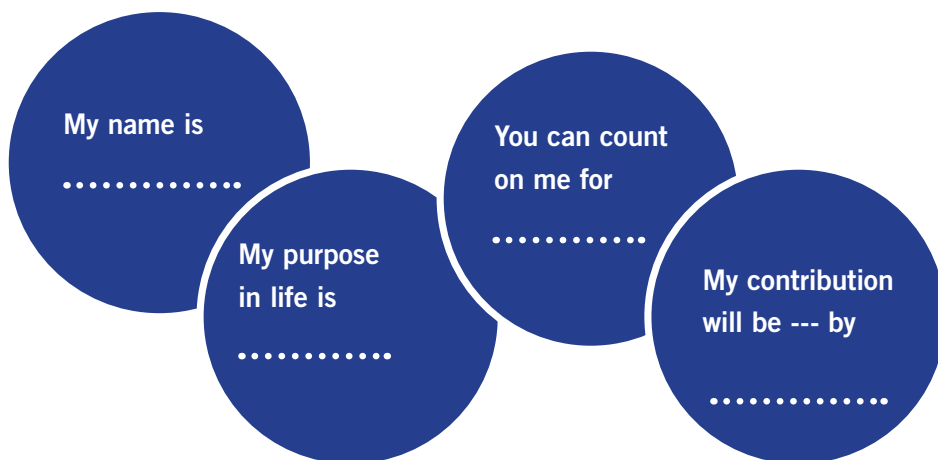
Handout 1.1.3: Leadership Skills.

Complete the following questionnaire to help you define what leadership means to you personally and show how you have already been a leader in your own life. There are no right or wrong answers.

1. What are the character traits and personal values that are most important to me?
2. What is my main motivation in life?
3. What have I already done to make life better for others?
4. What are three qualities or talents unique to me?
5. What do I want to accomplish? (Be as specific as you can- what is a measurable contribution within a specific amount of time.)

From NDI.2013: **Democracy and the Challenge of Change: Training Modules to Increase Women's Political Participation. "Leadership 101: Handouts 3-Measuring Levels of Empowerment"**.

Try Introducing Yourself Using the Following Script:



SESSION 1.2: THE DECISION TO RUN

Running for political office is a significant undertaking- one requires a level of commitment outweighed only by the benefits of helping to shape policies in your community and your country. It also requires significant mental and emotional preparation, and internal reflection on the self, family, community/ country and political party. Now that you have thought about your empowerment and what kind of leader you have been and want to be, you can now focus more specifically on political on political leadership.

Handout 1.2.1: Political leadership questionnaire.

Complete the questions below.

Consider The Following

1. Why do you want to seek political office? (e.g. is there a local issue that has spurred you to action? Are you concerned about the direction of the country?)

2. What experience do you bring to the table? (e.g. are you seeking the office that is both the most appropriate political opportunity and the most relevant to your abilities and ideological concerns?)
3. What are your strengths and weaknesses? (e.g. what aspects of a campaign do you love and hate? Do you have a compelling message, but dread speaking in public?)

Are You Prepared?

1. Does your family support your decision to run? Do your friends and family?
2. Are you able to take time off from work? Is your boss supportive?
3. Are there any medical issues that would impact your campaign?
4. Do you have a realistic understanding of what it will take to win and are you willing to make the necessary commitment?

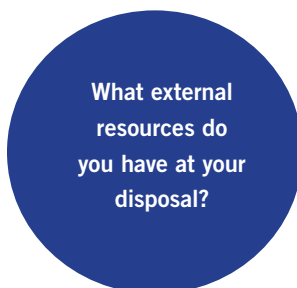
What External Resources Do You Have At Your Disposal?

1. Are you on solid financial footing? Do you have personal savings?
2. Who could you bring together to as:
 - * An informal group of advisors or
 - * “Kitchen cabinet”?
3. Are you willing to ask friends and family for help and money? Do you know how?
4. Have you ever gathered people or volunteers to work around a project or cause?
5. Who are the key people/associations you know who could help you?

What is Your Political Experience?

1. Have you been an active political party member?
2. Are you going to run with a party or as an independent?

3. Are there key political leaders who will help you?



Handout 1.2.2: Win-lose Matrix

WHAT DO I WIN IF I WIN? 1. 2. 3. 4. 5. 6.	WHAT DO I WIN IF I LOSE? 1. 2. 3. 4. 5. 6.
WHAT DO I LOSE IF I WIN? 1. 2. 3. 4. 5. 6.	WHAT DO I LOSE IF I LOSE? 1. 2. 3. 4. 5. 6.

SESSION 1.3: YOUR STORY

There are certain basic assumptions to explore as you begin making public statements and growing into the role of candidate. Your beliefs are by far the most important guiding factor in message development, but how the campaign presents these beliefs is crucial to developing a consistent message and image. Now that you have thought about personal and political leadership, those ideas can be put into a campaign structure.

Handout 1.3.1. Your story

Complete the following set of questions about you to guide your early message development. These are no right or wrong answers.

1. Why are you running?
2. How do you answer the question “Why should I vote for you?”
3. What do you want to accomplish in elected office?(e.g. What issues do you feel are the most important? What do you want to change?)
4. Are there specific plans you want to champion?
5. Do you think voters also care about these issues? Are there some that you think they care about more than others? Which do you think they are?
6. Who are the voters that you expect will support you? (e.g. What do they care about? What issues can move them?)
7. Beyond issues, who are you as a candidate? What image do you want to project? How can you project that image during the campaign?

SESSION 1.4: THE CONSTITUENCY, THE POLITICAL LANDSCAPE, THE OFFICE, AND ELECTORAL LAWS.

As you continue to think about running for office, you need to understand the constituency where you will run and represent after you are elected. There are laws that cover every aspect of a campaign, from the electoral system broadly, to candidate qualifications, to the way money can be raised and spent. If you do not already know (see Appendix A for a Handout on the summary of Electoral Laws in Uganda).

Handout 1.4.1: Your Constituency**The Constituency:**

1. How large is the constituency?
2. Is a map of the constituency available?
3. What are the physical characteristics of the constituency? Is it rural or urban? Flat or mountainous? Heavily populated or sparsely populated?

4. Where do people in the constituency live? In large apartment buildings, small houses, spread-out neighborhoods, or family farms?

The Voters:

1. What is the voting population of the constituency?
2. What is the approximate level of support for specific political parties in the constituency, as indicated by previous election results?
3. What is the demographic makeup of the voters? What are their income levels? Levels of education? Professions? Ethnic backgrounds and race? Religions? Ages?

The Last Election:

1. Who ran for this position in past elections?
2. What were results for this position in past elections?
3. Who voted in past elections?
4. Has the constituency/voting population changed much since the last election?

The Political Landscape:

1. Who are the important political, civic and business leaders in the constituency?
2. Who are the political players outside the constituency who play an important role?
3. Which are the local, regional or national political parties?
4. What issues are important to voters?
5. What motivates citizens to vote?
6. How do voters feel about political parties?
7. What other races will be on the ballot in this election? How will that impact this race?
8. Who are the potential opponents?

Handout 1.4.2: Office roles and responsibilities

Your Office

1. Do you have to win a primary election? What are the stages of nomination that you must face?
2. Is the position that you are seeking at the local, regional or national level?
3. How many seats are open in this election? Is this a single member constituency or a multi-member one?
4. Will you be running alone or as part of a team?
5. What are the roles and responsibilities of the office for which you are running?
 - * Legal qualifications.
 - * Stated job description:
 - * Informal roles and responsibilities:

Handout 1.4.3: Electoral laws.

1. What electoral system is used?
2. *First-past-the-post?*
3. Party list proportional representation?
4. Other?
5. What is required to win the election? A simple plurality? A majority of the votes cast?
6. When is election day? What hours are the polls open? Can people vote early?
7. Will you be running alone or as part of a team?
8. What are the filing deadlines for candidates?
9. What are the legal requirements for candidates? Age? Residency? Education?
10. Are there limits to the contributions that one individual/organization can make to a campaign?
11. What kind of money or support can a candidate/campaign receive? Money from business? Money from individuals? Money from foreign contributors?
12. Are monetary contributions treated differently from other contributions, e.g. campaign supplies?

13. Are there laws outlining what you can and cannot say/write about yourself or your opponent or communicate with voters?
14. Beyond election day and the candidate filing deadline, what are other important dates to know?

SESSION 1.5: POLITICAL PARTIES

Political parties are key to participating in politics, as it is political parties that recruit and select candidates for elections and that determine a country's policy agenda. Women need to understand their political party, its structure and decision-making processes, so that they can be competitive in this arena.

Handout 1.5.1: Political party questionnaire

1. What is your party's name? What is your party's mission? What are its fundamental principles and values? Does the party have a particular ideology? If so, what is it?
2. Do the party's core documents address the issue of gender equality or outline mechanisms to promote women's political participation?
3. Are there criteria for becoming a member of the party? What are they? What are the rights and responsibilities of members of the party?
4. What is the leadership structure of the party? Are women present in leadership positions? What positions are available or when will they become available?
5. What are party's policies and platforms?
6. If the party has a women's wing, what are its roles and responsibilities?
7. How are candidates selected by the party? Who are the party leaders who make the important decisions regarding the candidate list? How is the order of the candidate list determined? Are there informal criteria for candidates?
8. Are communications resources from the party available to candidates? Does the party communicate to voters on behalf of its candidates? Is there a media contact list or are there relationships with journalists that could be helpful?
9. Who are the women leaders in the party? What positions do they hold and for how long? Are they working to increase women's political participation in

the party? How has the party (and these women leaders) supported women candidates in previous campaigns?

10. How much does the party raise/receive from public and private resources for the campaign period? What are the internal procedures for allocating funds and/or are they governed by formal rules? Who are the party leaders making important decisions regarding campaign resources?

Handout 1.5.2: Dealing with resistance within the party.

Think about how you might answer some of these arguments.

SESSION 1.5: POLITICAL PARTIES

Argument	Your Answer
"There are more women engaged in politics now than ever before they achieve parity with men. There's no need to do anything."	
"Political parties are already doing enough to include women. We try to reach out to them, but they don't want to be involved. It's not our job to convince them to care about politics."	
"In a country with so many problems, focusing on how to get women more involved in politics is not a priority. We have more urgent issues to address."	

SESSION 1.6: RUNNING AS A WOMAN

There are official laws and policies that determine how politics and specifically campaigns, are run in each country. Outside of those regulations, there are unofficial barriers that keep women from seeking and winning political positions. Being aware of them and discussing them will allow you to think about your own strategy and how others have succeeded.

Handout 1.6.1: Violence against women in politics.

“Violence against women in politics (gender-based violence) is a human rights violation that impacts on the whole society. It is a deterrent to women’s participation. Political rights, processes and policy outcomes suffer from the underrepresentation of women decision-makers. While international attention is overdue, there is high-level international support and commitment to prioritize, prevent and end violence against women in politics.”¹

“Violence against women in political life is any act of, or threat of, gender-based violence, resulting in physical, sexual, psychological harm or suffering to women, that prevents them from exercising and realizing their political rights, whether in public or private spaces, including the right to vote and hold public office, to vote in secret and to freely campaign, to associate and assemble, and to enjoy freedom of opinion and expression. Such violence can be perpetrated by a family member, community member and or by the State... Following this definition... Violence against women in elections... is a form of violence against women intended to impact the realization of women’s political rights in an electoral context. This includes women’s participation as candidates, voters, activists, party supporters, observers, election workers, or public officials.”²

“Men and women can both experience violence in politics. Such acts of violence against women, however, target them because of their gender and take gender-based forms, such as sexist threats or sexual harassment and violence. Their aim is to discourage women from being politically active and exercising their human rights and to influence, restrict or prevent the political participation of individual women and women as a group.”³

“Violence against women in politics may be carried out by State and non-State actors, including members of political parties, fellow or opposition parliamentarians, voters, media representatives or religious leaders. It takes place primarily in

- 1 UN Women, OHCHR 2018. Expert Group Meeting Report and Recommendations: Violence Against Women in Politics. Accessed 10 March 2019. <http://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2018/egm-report-violence-against-women-in-politics-en.pdf?;a=en^>
- 2 UN Women and UNDP. 2017. Preventing violence against women in elections: A programming guide. Accessed 10 March 2019.
- 3 United Nations, 2018. General Assembly. Report of the special Rapporteur on violence against women, its causes and consequences on violence against women in politics. A/73/301.

public but can also occur in the private or domestic sphere. Perpetrators are not confined to political adversaries. In many cases, they can be women's peers, family members or friends trying to discourage them from being politically active. Under international human rights law, States not only bear direct responsibility for the acts or omissions carried out by its organs and agents but also have due diligence obligations to prevent, investigate and punish acts or omissions carried out by private persons and non-State actors."⁴

Hand Out 1.6.2: 'She-Vote' Methodology.

To understand the impact of barriers to women's electoral participation, the She Votes Methodology includes three phases of research and analysis to identify potential barriers to women's participation, monitor the manifestation of these barriers in a specific election, and analyze the impact of these barriers on women's participation in those elections. The following describes each of the three stages in detail and provides some guidance on recommended data collection and analysis methods.

Phase One: Barrier Identification

This phase focuses on identifying the potential barriers to women's participation in elections based on the individual/ governmental/societal barrier typology. The following table outlines this typology in further detail, providing categories of barriers and commonly encountered examples of barriers to women's participation in elections as both voters and candidates. The table also provides guiding questions to help organize a comprehensive inquiry into what barriers women in Uganda that you might face.

4 Ibid, UN Women and UNDP.2017.

Barrier Identification: Guidelines For Inquiry Individual

	Voters	Candidates
Framing Questions	Do women perceive that they will make their lives better by voting in elections? - Do women think voting is important? Why or why not? - Is voting a priority for women?	- Do women believe that they can be effective political leaders and/or have a successful career in politics? - What entry points to women have to seek elected office? - How do political and civil society institutions empower or discourage women from seeking office?
Women's Attitudes	Women hold patriarchal views or lack confidence to defy them.	Women hold patriarchal views or lack confidence to defy them.
Civil Society	Civil society does not advocate for women's enfranchisement/ access to voting processes.	Women with leadership skills steered into civil society positions because politics is seen as "unfeminine." Civil society is unaware, unwilling or unable to advocate for changes to the legal/regulatory/media/cultural environment to remove barriers to women's candidacies.
Women from Marginalized Communities	All factors disproportionately or exclusively impact women from minority communities.	All factors disproportionately or exclusively impact women from minority communities.

	Voters	Candidates
Civic and Voter Education	Women don't understand their rights as voters, how to register to vote, or process of voting.	Women don't understand legal framework or process for becoming a candidate.
Human Development Indicators	Women can't leave home or job to vote. • Women more likely to be illiterate. • Women more likely to have disability/health problems.	• Women too poor to finance campaigns or can't afford to leave work or family duties to run. • Women more likely to lack education/literacy. • Women more likely to have disability/health problems.
Power Position within Legislature or Committees	Lack of substantive representation means that women's issues are not prioritized in government, depressing voter motivations.	Elected women don't hold influential leadership positions, which deters women from running.

	Voters	Candidates
Party Behavior and Internal Rules	Parties do not appeal to women's issues or integrate women's issues into party platform. Parties do not include women's wings in their structures, or if they exist the funding for women's wings is not provided.	No internal gender quota - Women candidates not advanced into party leadership - Women put at bottom of candidate lists. - Women need the sponsorship of male party leaders to be placed on candidate lists. - Parties may charge a fee for being placed on party list. - Lack of internal party democracy impedes women's advancement. - Lack of party training for women candidates. - Lack of financial support from parties disproportionately affects women. - Marginalized role for women's wings limits mechanisms for women's advancement.
Incumbency	Incumbent politicians more likely to be men, do not prioritize women's issues, do not promote women's inclusion in parties.	Incumbent politicians, who are more likely to be male, are advantaged.

Women Democracy Network (2017), She Votes Examining women's participation in Elections.

Governmental

	Voters	Candidates
Framing Questions	What laws or regulations may exist that support or hinder women's participation in the electoral process (to include funding/support for the operation of women's only polling centers, where applicable)? * Are they known and understood by the public? * How are they enforced?	What laws or regulations exist that discourage or enable women to run for office? * Are they known and understood by the public? * How are they enforced?
Constitutional Framework	Women's franchise not protected or protected but not enforced.	Women permitted to stand but with a weak enforcement mechanism or women not permitted to run for office (It depends on the experience of the candidate).
Election Observation	No polling station observers, or only male observers, inhibit women voters' ability to report violations or illegal disenfranchisement * Lack of reporting of gender-based violence in elections	Lack of long-term election observers inhibits reporting of biased or unsafe campaign environment for women candidates

Election Administration and Laws	Lack of polling station rules allowing for gender sensitive voting procedures * Voting literacy requirements disproportionately affect women * Voter registration party implemented, not state implemented. * Lack of the National Identity card to register for voting during the elections. * Location and hours of polling station affecting women.	Gender quotas absent or not enforced * Women not permitted to be candidates * Absence of public funding hurts women candidates who receive less funding from parties * Candidate requirements (like minimum education levels) disproportionately affect women
Electoral System Design	Not Applicable	Majoritarian, open sits for both men and women systems less conducive to women candidates at the constituency level than for the women sits or counsellors for the affirmative sits. * Adult saverage v. electoral colleges.

Societal

	Voter	Candidates
Framing Questions	What broader factors, such as culture (including pop culture/media), security context, environment, etc., exist that might affect women as voters more than men?	What broader factors, such as culture (including pop culture/media), security context, environment, etc., discourage or encourage women to run for elected office? * How do these factors affect women more than, or differently from, men?
Public Attitudes and Cultural Context	* Women's political positions should reflect husband * Women's opinions seen as less valid than men's opinions * Women can't leave house without permission of a male by either the husband or father/brother. * Women can't remove veil to prove identity (registration, voting) for Muslims etc * Parents don't give women birth certificates to prove identity (registration, voting) * Parents do not educate their daughters/higher rates of illiteracy among women.	View that politics is 'dirty' and unfeminine * Assumption that leaders of society should be men * Belief that women candidates or elected officials serve as stand-ins for male relatives or patrons * Women are considered weak leaders

	Voter	Candidates
Media Representation	Media doesn't cover issues women care about (e.g., women's health). * Media does not depict women as voters, or depicts them in stereotypical ways.	Media ignores women candidates or covers them less than male candidates .Media perpetuates negative gender stereotypes of women as leaders or candidates. * Media requires payment for coverage.
Election Security	Poor security in polling stations makes women feel unsafe to cast their ballots. * Threats of physical and sexual violence disproportionately affect women's turnout and may be present even when overall pre-election environment is calm.	Threats of physical and sexual violence against women in the public eye deters/prevents women candidates from running or campaigning. * Law officials who do not ensure safety of, or prosecute violence against, women candidates.
Insecure/ Post-Conflict Settings	Volatile security situation deters/prevents women voters. * Women disproportionately make up IDPs and can't vote.	Volatile security situation deters/prevents women candidates.
Public Discourse	Coarsening of public discourse turns off women voters.	* Coarsening of public discourse prevents women from running for office.

Handout 1.6.3: Scientific Revised Electoral Road Map For 2020/2021 General Elections.

The Corona virus pandemic affected the electoral activities for the 2020/2021 General Elections when, on the 23rd day of March, 2020, the Government declared a nationwide lockdown. The Commission had been implementing preliminary activities under the Roadmap for the 2020/2021 General Elections; updating and displaying the National Voters Register and Registers of Special interest groups. It was necessary therefore for the Chairperson of the Electoral Commission, Justice Byabakama Mugenyi Simon, on 16th June 2021 to issue a revised Roadmap for the 2020/2021 General Elections.

The Commission had been particularly carrying out activities for the conduct of elections for the Special Interest Groups (Persons with Disability, Older Persons, Youth) Committees from Village to National Levels. This was to be followed by other preparatory activities for elections of Local Government Councils, Members of Parliament and the President.

Electoral activities involving public gatherings and hence posing high COVID-19 risk of person-to-person and object-to-person transmissions, the Electoral Commission postponed activities to prevent the spread of the deadly Coronavirus. As a result, the Commission lost three months of critical Roadmap activities. The postponement of activities inconvenienced stakeholders in the electoral process; political organizations, which were preparing internal primaries to identify persons to contest as candidates at various elective levels, as well as individuals who were aspiring to contest as independent candidates.

The Commission recognizes the constitutional right of citizens to vote and choose their leaders, as well as its duty to facilitate the exercise of those rights. The Commission was further mindful of the need to ensure a healthy and safe environment during the electoral process. Accordingly, after consultations with, and expert guidance from the Ministry of Health, the Commission considered and approved a revised Roadmap for the 2020/2021 General Elections as indicated here. This Revised Roadmap, which highlighted the dates for commencement of key activities like

nominations, campaigns and polling for various elective positions- Presidential, General Parliamentary and Local Government Councils- also highlights the period for conducting of elections for Special Interest Groups (Persons with Disability, Older Persons and Youth) Committees from Village to National Levels.

Given the Covid-19 pandemic and health risks involved and the expectations during the electoral activities, preparations and conduct of these elections were to take different modes. The Commission carried out a risk analysis, the implications and instituted mitigation measures in line with the guidelines issued by the Ministry of Health. It came up with a plan that ensured minimal person-to-person contact during the implementation of the electoral process. For example, it will avail nomination forms on its website. However, for those with no access to internet, hard copies will be availed. Important to note is that an aspiring candidate was allowed only two (2) people; the nominator and a seconder. Mass rallies were not be allowed but campaigns were to be conducted mainly through media.

Furthermore, the Commission in consultation with the Ministry of Health considered and adopted Standard Operating Procedures (SOPs) to facilitate safe participation. These safe practices, which have been customized to elections and electoral process include;

1. Practicing social distancing;
2. Wearing face masks in public; and
3. Regular washing of hands.

The Commission issued a specific guideline for each electoral activity under the revised Roadmap and has been engaging with various stakeholders on the same. This includes detailed information on specific requirements for nomination as a candidate, access to nomination forms, nomination fees and venues and conduct of campaigns and polling process.

Note: Appendix B includes all the communication from the Electoral Commission on the 2020/2021 General Elections.

Handout.1.6.3 COVID-19 Pandemic and its effects on the 2021 General Elections in Uganda.

How to Protect Gender Equality in Elections During COVID-19

The current Covid-19 pandemic has made clearer issues to do with Women's political participation in Africa and Uganda in particular, it's effects being felt in everything. Disasters often inflame and make worse existing inequalities. A crisis such as the COVID-19 pandemic has disproportionately impacted those who already face discrimination, have less access to resources or face violence in the home. As has been documented by rights organizations, activists and feminists, the COVID-19 pandemic is gendered in its impact. While there are a number of high-profile women receiving global and national recognition for their leadership during this crisis, women – in most contexts – continue to be largely left out of decision-making processes. In Uganda there is a highlighted sharp increase in domestic violence after quarantine measures were put into place. Women who now have increased child care responsibilities after school closures may be less able to continue working. In Uganda, women make up the majority of health care workers, placing them at heightened risk of infection. And women who face compounding discrimination due to race or class are often the most negatively impacted.

The Electoral Commission through its Election management officials, decision-makers and legislators must be aware of how these heightened inequalities impact the integrity and inclusiveness of an electoral process. During the COVID-19 crisis, it has become even more critical to ensure that gender equality considerations are reflected in legislation, decision-making, operational and security planning, campaigning, observation, training programs for election officials, and support to civil society throughout the electoral cycle.

The EC Gender Strategy 2018 was developed as a guide for gender mainstreaming within the EC and the entire electoral cycle. It complements other existing frameworks that address gender within elections such as the National Women Councils Act (as Amended) 2015, National Youth Council Act (as Amended) 2015 and the Political Parties and Organizations Act (2005) in addition to reinforcing the National Gender Policy (NGP) 2007, which encourages all government ministries to gender mainstream with the long-term goal of eliminating all inequalities.

The Gender Strategy outlines and provides guidelines on internal processes and practices to be utilized by EC officials. The strategy commits the EC to:

1. Promote gender sensitive planning and gender equality within its operations.
2. Address structural barriers and injustices that reinforce gender inequalities.
3. Foster gender mainstreaming and equity in all programs and activities.
4. Promote gender sensitive capacity building/training.

The Commission is under obligation to perform its duties in accordance with the Constitution and other relevant legislation. In addition to giving effect to the provisions for special seats for women in Parliament and local councils, the EC's functions have to be read in the context of other relevant provisions of the Constitution. Every adult Ugandan has a right and an obligation to register as a voter and to vote. The Constitution guarantees equality for all persons and the right not to be discriminated against on the basis of sex (among others). It explicitly states that the objectives and principles stated therein "shall guide all organs and agencies of the State, all citizens, organizations and other bodies and persons in applying or interpreting the Constitution or any other law..."¹ One of the objectives is that governance in Uganda is to be based on democratic principles which empower and encourage the active participation of all citizens.

Voter Registration

- * During active voter registration processes, Electoral Commission (EC) should collect and analyze gender-disaggregated data. If, during the voter registration period, there are significantly fewer registered voters of a certain gender, community outreach should take place – in close consultation and coordination with health officials – to ensure that voters are aware of registration and can safely access this process.
- * For passive voter registration processes when voter registration is automatically updated by the government the EC should take note of reasons why voter data may not be successfully automatically updated or will need further amendment by the voter. For example, in a number of contexts, women change their name after marriage; EC should ensure that if an update by a voter is necessary after a name change, that this update can be done safely with as little in-person contact as possible.

Voter Education

- * Those conducting voter education should assess if efforts during the pandemic reach all genders. For example, if previous voter education targeting women took place in markets and is no longer possible, ensure that other efforts target women, such as radio broadcasts on channels and at times when there are a high number of women listeners. It is important to understand how women access information during the pandemic and target voter education to ensure they have equal access to that information.
- * EC should consult women's organizations on how to target women voters effectively during quarantine periods. Election management should also be aware that, in some regions and districts, there is evidence that women are more hygiene-conscious and, therefore, may be less likely to vote in person. Consultations with women's organizations will help EC to design and carry out appropriate messaging and responses.
- * Voter education messages should continue to emphasize the importance of women's participation in the electoral process. Pandemics – when individuals are encouraged to stay home – could provide an excuse for male household members to prohibit women relatives from participating in politics. Voter education campaigns could target all genders noting that, while no one is forced to go to the polls, all individuals have the right to participate.

Women Candidates and Elected Officials

- * Political finance regulators should ensure that there is effective oversight and transparency of political finance online and in social media. As women generally have less access to resources for campaigning, political finance abuses often further skew the playing field toward men. Online campaign costs are, in many cases, hidden and not disclosed. With COVID-19, EC should be prepared for online campaigns to be more prevalent.
- * Women – particularly candidates – are often targeted with online abuse and hate speech. With the internet likely playing a more visible role during a pandemic, election management officials and stakeholders should ensure that there are mechanisms in place to counter hate speech and gender-based online violence.

- * As campaigns move online, women candidates, who are more likely to have less campaign experience and resources, should be provided with information and assistance on how to effectively campaign using online platforms and outreach. Leadership training and resources for women candidates become even more important in contexts where, due to crisis, voters may be even more reluctant to vote for women.
- * Women elected officials, especially at the local level, can play a key role in advocating for women's needs. Assistance should be provided to women elected officials on how to effectively advocate for the unique needs of their women constituents in relation to the pandemic.

Electoral Operations

- * In all contexts, election management must take preventative, decisive measures to mitigate the health and safety risks for polling station workers and voters, keeping in mind women poll workers' unique needs. This is especially important in contexts where the majority of poll workers are women. EC need to make sure that personal protective equipment – e.g., gloves and masks – properly fit women, as many are designed for male bodies. In specific country contexts, it is important for EC to establish separate bathroom facilities for women or allot specific times for women voters.
- * If training for election officials is moving online, consideration should be given to the gender gap in access to the internet and technology. In many contexts, women have less access to technology, so virtual training programs could exclude women.
- * During quarantine, EC should assess child care options for both poll workers and voters. Guidance should be clear in terms of how to safely bring children into the polling station if a voter cannot find an alternative, and voters with children should be given priority in queues. Similarly, election administrators should consider how to support poll workers who are unable to procure child care while they are working.
- * If postal, absentee or proxy voting is expanded within the legal reforms to curb COVID-19 death have increased in Uganda and the virus is in the communities, this should be coupled with clear guidance to voters and

awareness-raising efforts to counter family voting, discourage intimidation and clearly promote voting as a secret, individual right.

IFES (2020), How to Protect Gender Equality in Elections During COVID-19.

NOTES

MODULE 2:

COMMUNICATIONS

Communications is a key aspect of leadership because, apart from generating innovative ideas, a transformational leader must create a common understanding of the issues, share her ideas, and convince voters to join her campaign efforts. This module is designed to help you decide what to say about yourself and your opponent(s), become good at public speaking, acquire tools that can be used to communicate your campaign message, and communicate as part of a political party team.

There are five sessions within this module:

2.1 Creating a message.

2.2 Public speaking

2.3 Creating a communications plan.

2.4 Promoting the interests of your political party

2.5 Talking about gender equality and women's empowerment.

Handout 2.1.1: SWOT Analysis

Strength	Weaknesses
Opportunities	Threats

Handout 2.1.4: Four basic questions

1. What does your campaign or candidate want to say about itself?	2. What does your campaign or candidate say about its opponent(s)?
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- | | |
|--|--|
| 3. What does the opponent's campaign say about itself? | 4. What does your opponent say about your campaign or candidate? |
|--|--|

Handout 2.1.3: Campaign message.

Answer the following questions to identify your message.

1. Why are you running (including your qualifications as a candidate)?
2. What problem are you seeking to solve?
3. What are your experiences with this problem?
4. What creative solutions do you offer?
5. What's standing in the way? Opponent? Apathy? Lack of information?
6. What are you asking for?

Draft Campaign Message (Seven C's of a Good Campaign Messages)

SESSION 2.2: PUBLIC SPEAKING

Once you have created a message, you must be prepared to communicate that message repeatedly to individuals and small groups, using a stump speech that includes your campaign message and key points. You should practice the speech and become very comfortable delivering it. The message should help a voter decide why you are best suited to address the issues critical in that community.

Handout 2.2.1: "Stump speech"

Draft your short, 2-minute stump speech based on your message and these guidelines.

1. Establish a connection with the audience by demonstrating a shared concern.
2. State the problem, how it affects the audience, and support it with evidence.
3. State your position on the issue and qualifications for addressing it.
4. Give your solution and show how it benefits the voters.

5. Show the voters how the constituency would be if this problem were solved.
6. Ask for their support and their vote.

A stump is a standard campaign speech used by some running for public office. The term derives from the early American custom in which candidates campaigned from town to town and stood upon a sawed-off tree stump to deliver their speech. Because a candidate might hit many towns in a single day, he typically used the same speech in each place and customized the beginning to include specific mentions of local officials and supporters.

Political Dictionary.2018. "Stump speech." Accessed 10 March 2019.

Public Speaking

Practice your short speech several **times**- to a partner, a friend, your team, a small group. Each time try to get feedback based on content set forth above.

Ask a friend to **film you** can give your own feedback, saying what you liked, what you did not like and what you would do differently.

Feedback – including that which you give yourself – should be truthful but encouraging. **Self and peer feedback** can be a powerful exercise for assessing and improving public speaking.

SESSION 2.3: CREATING A COMMUNICATIONS PLAN.

The media plays an important role in the electoral process by informing citizens about the competing political parties, candidates, and their programs and contributes greatly in shaping the perceptions and opinions of voters. While planning how you want to communicate to your constituency, you should think about the cost of each, the time that it would take to engage different kinds of media and who on the campaign team would be responsible for the media engagement. What media do you use daily and how do you learn about local politics and candidates? Based on where you are running and what office you are seeking, the communications plan will vary drastically. How do you use social media and who on the campaign team would be responsible for the media engagement? What media do you use daily and how do you learn about local politics and candidates? Based on where

you are running and what office you are seeking the communications plan will vary drastically. How do you use social media in your private life? How have you seen it used in politics and how might you use it in your campaign?

Handout 2.3.2: Communications plan

Fill in your own, personal plan:

1. Brief strategic summary, including the people, time and money implications. (How are you going to generate press coverage of your campaign based on who you are, the office you're seeking, and the resources, including previous relationships, you bring to the campaign?).
2. List of media sources and key reporters (What newspapers, magazines, television and radio stations cover politics in your constituency? Who are the reporters who cover politics and campaigns?).
3. Planned press and visibility events (When in the campaign? What events are being planned by other organizations and individuals that you can attend? What events can your campaign plan include to highlight your candidacy or a specific?).
4. Outreach to reporters, editorial boards and specialty press (Who will do this? How can you build a relationship with key members of the press to get greater visibility for your campaign and have more people hear your campaign message? If you're running on a party list, how can the party help? Don't forget social media "influencers" – those who many followers on social media.)
5. List of people who can speak for the candidate (When you cannot attend an event, who can go and speak on your behalf? Often family members, close friends or political party colleagues can represent your campaign, but you will need to prepare them to understand your campaign message and ensure that they can deliver it convincingly.).
6. Social media (What social media will you use?)

Handout 2.3.3: Online violence against women fact sheet.

Gender-based violence against women exists both off and online. Here are some things to know about it.

What is online against women?

- * According to the UN Special Rapporteur on Violence against women, its causes and consequences, online violence against women involves “any act of gender-based violence against women that is committed, assisted or aggravated in part or fully by the use of [information-communication technologies], such as mobile phones and smartphones, the internet, social media platforms or email, against a woman because she is a woman, or [that] affects women disproportionately.”
- * The international Center for research on Women (ICRW) defines technology-facilitated gender-based violence as an “action by one more people that harms others based on their sexual or gender identity or by enforcing harmful gender norms. This action is carried out using the internet and/or mobile technology and includes stalking, bullying, sexual harassment, deformation, hate speech and exploitation.”

What is known about it?

- * Technology-facilitated gender-based violence is a global phenomenon. Few studies have estimated the prevalence of online harassment and abuse: around 33% of respondents in studies from Kenya and South Africa and 40% of adults in the United States.
- * A study by the Inter-Parliamentary Union found that 82% of women parliamentarians surveyed in 39 countries across five regions reported having experienced some form of psychological violence (remarks, gestures and images of a sexist nature made against them threats and/or mobbing) while serving their terms. They said social media was the main channel through which psychological violence is perpetrated, from threats against them and their families to sexist remarks, including from members of their own parties.

- * Women in politics are particularly targeted by ICT-facilitated violence, and this is a direct attack on women's political rights. Perpetrators of online violence against women may be motivated by political agendas; they do not necessarily work alone, but as members of online networks or through disinformation campaigns that can have gendered impacts.

What is being done to address the problem?

- * Awareness – international and national organizations, including United Nations agencies, are conducting research on online gender-based violence against women to better understand its prevalence and manifestations.
- * Prosecution- it can be difficult to prosecute online violence when perpetrators' identities are untraceable, or their aggressions do not squarely meet criminal criteria. But there are some cases around the world where perpetrators have been brought to justice for threatening women politicians online.
- * Legal reform – international human right to live free from gender-based violence and the right to freedom of expression and access to information. In some countries, laws are being reformed to protect these rights rather than protect the “free speech” of perpetrators.

What are some resources for candidates?

- * Know your rights – it is important to know which national laws, including electoral laws and codes of conduct, protect against online harassment and abuse find out how one can report it.
- * Access information and resources – several websites offer publicly available information and advice for women in politics who experience online violence. Here are a few:
- * Association for Progressive Communication – publications produced by the Association, its members and partners: <https://www.apc.org/en/publications>
- * Take Back the tech – a global initiative that calls on all to take back control over technology to end violence against women and girls: <https://www.takebackthetech.net/>
- * Heart back the Tech – a movement to end online harassment <https://iheartmob.org/>

- ✱ Holla Back – a movement to end harassment online and offline and that provides and that provides coaching to political candidates <https://www.ihollaback.org/resources/political-candidates/>
- ✱ Women’s Media Center – video spotlights how online harassment and violence against women candidates harms democratic institutions and processes <http://www.womensmediacenter.com/about/press/press-releases/new-video-spotlights-online-harassment-violence-against-women-candidates>.

Handout 2.3.4: Social media questionnaire

Take a few minutes to fill in your own, personal plan. This should include the platforms to be used (twitter, Facebook, Instagram, meetup, LinkedIn, website, other). Who uses each type of social media? How would that form of social media amplify your message?

1. What are the main social media programs or apps used in the country? Does it vary by region?
2. What social media programs or apps do you use? Which ones are used by your family members?
3. Are the profiles you have for these programs/apps personal or political?
4. How many followers do you have per program or app?
5. What posts or photos on the candidate’s profiles (or those of her family members) add or take away from the campaign message?

SESSION 2.4: PROMOTING YOUR POLITICAL PARTY

Elections are about winning and highlighting that women candidates and office holders can energize sectors of the electorate. Having reviewed the political party materials, you should review your initial draft of the campaign message. Does the message need to be edited to take the party’s priorities into account? How might you strategize about reaching out, building a relationship with and coordinating with the party during the campaign?

Ask Yourself

How did your message change based on your political party's platform.

Are there instances where you do not agree with your party's message? How will you handle that during the campaign.

Are there issues that you think are important that you will urge your party to include in their platform in the future?

Notes

Building Relationships

Strategies about reaching out

Coordinating with the party.

Notes

SESSION 2.5: WALKING ABOUT GENDER EQUALLY AND WOMEN'S EMPOWERMENT

Campaigning for office is not gender-blind. When women or men candidates talk about the same issues. It will be heard differently by voters. Transformational leadership is grounded in the principles and values of equality. There are key international frameworks and concepts that can be a part of your campaigns and political life. As you formulate your policy priorities applying a gender lens, imagine practical scenarios of how governance impacts on different women (or men) you will represent if you are elected and consider how you might adjust your campaign message accordingly.

Handout 2.5: Key international frameworks and gender equality

It is a human right to live a life free from discrimination and violence. The universal Declaration of Human Rights (UDHR) enshrines the principles of non-discrimination and equal enjoyment of political rights, including the rights of women and men to take part in the government of their country. It was proclaimed by the United Nations General Assembly on December 10 1948.

All women have the right to take part in political life. The International Covenant on Civil and Political Rights (ICCPR), adopted December 19, 1966, is a key international human rights treaty, providing a range of protections for civil and political rights. Article 25 provides that every citizen has the equal right to participate in public affairs, vote and be elected through universal and equal suffrage, and to have equal access to public services.

Convention on the Political Rights of Women (CPRW, 1952) explicitly provides for the political rights of women, and states that the enjoyment of such rights shall be without distinction of any kind, including sex or gender.

The State has an obligation to create laws and policies that do not discriminate against women citizens. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) is the international women's rights treaty. It sets the standards in international law for achieving gender equality, both normatively, and practically, in terms of setting out the concrete steps governments need to take to eliminate discrimination against women in their countries. CEDAW was adopted by the United Nations General Assembly in 1979 and has achieved near universal endorsement. To date, 187 UN Member States have ratified CEDAW. The States that have not ratified CEDAW are Iran, Palau, Sudan, South Sudan, Somalia, Tonga and the U.S.

Governments, civil society organizations and the public came together in September 1995 for the Fourth World Conference on Women. By the time the conference closed, it had produced the Beijing Declaration and Platform for Action, the most progressive blueprint ever for advancing women's rights. As a defining framework for change, the Platform for Action made comprehensive commitments under 12 critical areas of concern: poverty; education and training; health; violence; armed

conflict,; economy; power and decision-making: institutional mechanisms: human rights; media; environment; and the girl child.

U.N. Security Council Resolution 1325 (UNSCR 1325) was adopted in 2000 to address the inordinate impact of violent conflict and war on women and girls as well as the crucial role that women should, and already do play in conflict prevention, conflict resolution, peacemaking and peace building. The Resolution urges all actors to increase the participation and role of women in decision-making with regard to conflict prevention and resolution and additionally incorporate gender perspectives in all United Nations peace and security efforts.

All States have committed to work towards goal that eradicate poverty in all its forms and dimensions. The Sustainable Development Goals (SDGs), otherwise known as the Global Goals are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, and peace and justice. The goals are interconnected, as a key to success on one issue will often involve tackling other issues. Goal 5 is the goal focused on achieving gender equality and empowering all women and girls. It has nine targets, spanning the need to end discrimination against women and girls and gender-based violence, to ensure equal access to education, and equal participation in public and economic life.

Notes

MODULE 3:

VOTER CONTACT

To run a successful campaign, you need to figure out who may vote for you and the best ways to engage with voters. This is one of the most important parts of the electoral process as this is an opportunity for the campaign to present its message directly to voters and to hear from voters about their concerns.

There are two sessions within this module:

- 1.1. Goal setting and targeting
- 1.2. Voter/constituent engagement.

SECTION 3.1: GOAL SETTING AND TARGETING

As you plan to seek office, you need to understand the voters living in your constituency. To target voters demographically, you need to know the characteristics of the people who support you and then try to find more people with those characteristics who may not know about your campaign.

Handout 3.1.1: Win number

Take a few minutes to find your win number.

Total number of citizens

Total number of registered voters

Total expected vote/turnout

Threshold needed to win (50%, 30%, majority, etc.)

Number of candidates in the race

MY WIN NUMBER

Here's an EXAMPLE

5000 people live in the
constituency

3500 people are expected to vote(minus
people who are traveling, sick or otherwise
prevented from voting.

4000 people are registered to vote (the rest are under the voting age)	The threshold I need to win is 50% plus 1 and there are two candidates in the race. Thereafter 3.500 divide 2 equals 1,750. I need 1,751 votes to win.
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Handout 3.1.2: Voter profile

Review the questions, take some time to answer.

1. What is the population of the constituency?
2. What is the approximate level of support for different political parties in the constituency based on previous election results?
3. What is the demographic makeup of the voters? What are their income levels? Level of education? Professions? Ethnic backgrounds and race? Religions? Ages?
4. What were the results for this position in past elections?
5. Who voted in past elections?
6. Has the constituency/voters changed much since the last election?
7. What are the characteristics of your supporters? What do they care about? What issues can move them? How do they match the characteristics of the people who live in the constituency?
8. Where do your supporters live?

Handout 3.1.3: Campaign Targeting

Review the questions in the handout and take some time to fill it out.

Your Base:

People who are most likely to vote and are most likely to support you. Please draw the pictures in each circle as instructed.

Demographic	Geographic
What do they look like?	Where do they live?
What is your message for them?	

Persuadables: People who are likely to vote and are potential supporters.

Demographic	Geographic
What do they look like?	Where do they live?
What is your message for them?	

Now Ask Yourself

If not, how many persuadable voters will I need to convince to vote for me?

Are there enough voters in my base to reach my win number?

How likely are my base voters to vote?

Who are the voters unlikely to vote for me? Why.

Another Way To Organize The Voters In Your Constituency Uses This Matrix:

	Likely Voter	Potential Voter	Non- Voter
LIKELY Supporter	A	D	G
Potential Supporter	B	E	H
Unlikely to Support	C	F	I

Note: This chart is less applicable if voter registration is automatic, voting is mandatory and/or voter turnout is usually quite high.

- * Group A: People who are most likely to vote and are most likely to support you are your base of support. You should, firstly, plan activities to solidify this support.
- * Group B: likely voters who are potential supporters are your number one target for your persuasion efforts. Spare no effort on these voters.
- * Group C: Do not spend too much time on this group. In fact, your activities may take it more likely that they will go to the polls and vote for your opponents.
- * Group D: Likely supporters are potential voters must be persuaded to vote. Target these people with motivational messages and a strong Election Day push to make sure as many of them as possible vote.
- * Group E: Potential voters and supporters are important but not crucial. Focus on them only after you've communicated with Groups A and B.
- * Group G: Possible target for motivational efforts. But do not spend scarce campaign resources here until you have covered the boxes above thoroughly or if you need these votes to win. Your time, money and people would be better spent on other groups.
- * Group F,H,I: Do not waste efforts on these voters.

SESSION 3.2: VOTER/CONSTITUENT ENGAGEMENT

Once you know what voters you must reach, you must consider how to ensure that they can meet you, message and join your team. Technologies, including websites, mobile phones and apps, can be used effectively in political campaigns, but campaigns need to be aware of potential technology “gaps”. Based on where the candidate is running and what office she is seeking, the voter contact plan will vary drastically.

Handout 3.2.2: Voter Contact Blueprint

To think through your voter contact plan, look at the table below that includes the tactics that are regularly used in political campaigns and determine which are the most effective based on five criteria: cost, number of people needed, time required, efficiency (average number of people reached at a time), and effectiveness (capacity to persuade an individual).

	Cost	# People	Time	Efficiency	Effectiveness
Press					
Printed literature					
Loudspeakers					
Online 1 way					
Other speakers					
Door to door					
In person events					
Phone calls					
Online 2-way					
Paid ads					
Mail					
other					

Handout 3.2.3: Voter contact plan

Take some time to fill in your own, personal plan. First review which voters are in your base. These are the people who are most likely to vote and are most likely to support you. What is their demographic profile and where do they live? Based on this information, what are the best voter contact tactics to reach these voters? You should do the same exercise for the “persuadables”, people who are likely to vote and are potential supporters.

Your Base:

People who are most likely to vote and are most likely to support you are your base.

Demographic

What are the best voter contact tactics to reach these voters based on their demographic characteristics and where they live?

Persuadables:

People who are likely to vote and are potential supporters are a critical target.

MODULE 4:

FUNDRAISING AND FINANCIAL PLANNING

This module is designed to help you understand how to ask for the funds and other resources needed for a campaign and plan for how you will raise those resources. The formal and informal rules about fundraising change depending on the political and electoral system, political finance laws and social norms around asking for money. Regardless, money is a force that powers the engine of most political campaigns. Despite its importance, raising money is often a candidate's least favorite part of the campaign. This module will help you anticipate campaign expenses and plan appropriately as well as learn techniques for obtaining funds.

There are three sessions within this module:

- 1.1. Money and fundraising sources in campaigns
- 1.2. Fundraising tools and plan
- 1.3. Legislated and non-legislated ways of political and campaign finance.

SESSION 4.1: MONEY AND FUNDRAISING SOURCES IN CAMPAIGNS

A competitive campaign needs a good candidate, skilled staff, a clearly articulated and consistent message, an effective media strategy, and the resources necessary to reach enough voters to win. These elements, alone and together, are vital, but none more so than fundraising. You should practice giving your fundraising pitch several times.

Handout 4.1: Identifying potential donors

- * The Candidate
The candidate herself.
- * Personal Sources
Family and friends

- * Political parties and ideological sources

Connections based on shared values- community groups, business contacts, women's groups and gender equality advocates, CSOs, labor unions.

- * Your opponents

Anyone who is angry over an issue or who strongly dislikes or fears your opponent or opposing power or ideology.

- * Power Donors

Key community leaders and people with influence and social standing, e.g, special interest groups, business owners, Chambers of Commerce, private sector, professional associations, industry lists, businesses.

Handout 4.1.1: Potential donor list

This exercise will help you understand who potential donors to the campaign are. Take some time out this list and consider your potential voters. Think about the different categories of donors and the specific people or groups of people that fit into each one.

- * Candidate
- * Personal Sources
- * Political Parties and Ideological Sources
- * Your Opponents' Opponents
- * Power Donors

SESSION 4.2: FUNDRAISING TOOLS AND PLAN

Fundraising is one of the most important aspect of your campaign plan and should be an ongoing priority. Your donors list will be unique based on your donor sources. For this exercise, reference/use. Handout 4.1.1: Potential donor list form the previous session (4.1).

Handout 4.2: Fundraising activities.

It is important that the campaign uses a contribution of fundraising tools and activities.

Tool	Pros	Cons
* Call time	* Low cost, high response rate	* Challenging mentally
* Meetings	* Low cost, collect on the spot	* Lots of time
* Finance Committee	* Additional potential donors	* Volunteer basis
* Events	* Reach all donors levels	* Can lose sight of costs
* Online	* quick easy, inexpensive	* easy to ignore

Handout 4.1.1a: Potential Donor List (refer to Handout 4.1.1) & HANDOUT 4.1.1b: Reaching your donors

Start by filling out the first and second columns with the individuals and organizations listed on that document, and the source categories in which they fall. Next, decide which tool the campaign will use to solicit the funds. In the next column, put down the amount the campaign will ask the potential donor to contribute. Although this can be a difficult exercise, identifying the ask amount helps the campaign decide which tool to use.

Name	Source	Tool	Amount	Contact info
Ex. Susan Nakalembe	ideological	Meeting	\$100	susan@gmail.com

Handout 4.2.2: Fundraising plan

Now based on the donor list, take some time to fill in your own, personal plan. This exercise takes the information from the donor list and organizes the fundraising activities over time to plan for when the contributions will come in and how much the fundraising activities will cost. This step is essential and will play a key role in the overall campaign budget put together by the campaign manager.

	Month 1	Month 2	Month 3	Month 4	Total
INCOME					
Call Time					
Meetings					
Finance Committee					
Events					
Online					
Income total					
Expenditures					
Printed materials					
Events					
Expenditure Total.					

SESSION 4.3: LEGISLATED AND NON- LEGISLATED WAYS OF POLITICAL AND CAMPAIGN FINANCE

Political campaign financing can be pursued through both legislated and non-legislated means, including through women's fundraising networks. Do giving circles for philanthropic purposes exist in your community or country?

Additional reading:

Ballington, J. and Kahane, M. "Women in Politics: Financing for Gender Equality." In *Funding of political Parties and Election Campaigns: A Handbook on Political Finance*, 300-343. International IDEA (Institute for Democratic and Electoral Assistance). 2014.

OSCE/ODIHR (Organization for Security and Cooperation in Europe Office for Democratic Institutions and Human Rights). 2014. *handbook on Promoting Women's Participation in Political Parties*.

NDI (National Democratic Institute for International Affairs). *Women Helping Women: Jordanian Women's Election Network Organization Brochure*. Accessed 13 March 2019. <https://www.ndi.org/sites/default/files/Handot%20-%20Women%20Helping%20Women%20Jordan%20Brochure.pdf>.

UNDP (United Nations Development Programme) and NDI 2011. Empowering Women for stronger Political Parties: A Guidebook to promote Women's Political Participation.

MODULE 5:

CAMPAIGN MANAGEMENT.

This module is designed to help you write a campaign plan to coordinate the activities and manage the resources of the campaign. There are three primary resources in a campaign: people, time and money. A campaign plan ensures that these resources are used most effectively to communicate your message to as many voters as possible and win the necessary number of votes.

There are three sessions within this module:

- 1.1. Campaign plan
- 1.2. Campaign team
- 1.3. Campaign budget.

Session 5.1: Campaign Plan

A campaign is a systemic course of planned activities for specific purposes. A campaign plan is the same as any project plan. It is the simple process of setting goals and deciding how to reach them.

Handout 5.1: Four phases of a campaign

Phase 1: research and preparation	Phase 2: fundraising and voter contact	Phase 3: media and mobilization	Phase: lessons learned and preparing for next race
Conduct research on self, potential opponents, the issues and constituency	Hire staff	fundraise	Thank donors, volunteers, supporters

Phase 1: research and preparation	Phase 2: fundraising and voter contact	Phase 3: media and mobilization	Phase: lessons learned and preparing for next race
Determine official candidate requirements and dates	Obtain/create lists	Conduct voter contact activities	Analyze past election results
Form a key group of advisors	Begin fundraising activities	Engage the media, both free and paid (if applicable)	Plan how to build relationships for future races (political party, press)
Attend candidate trainings as available	Develop and test message	Implement Election Day plans	Prepare to serve – once you are in office, you never stop running
Determine vote goal	Solicit endorsements		Create a constituent communications plan
Write campaign plan and budget	Print campaign materials recruit volunteers Begin voter contact		

Handout 5.1.2: Campaign Plan Template

Read through the campaign planning components and questions below and start to draft your written campaign plan based on your answer and research from previous sessions 2.1: Creating a communications plan, 3.2: Voter/constituent engagement, and 4.2: Fundraising tools and plan.

Research And Preparation:

A. Research The Candidate, Potential Opponents, Issues, Constituency

Phase 1.	
	When?
	Who needs will do it?
	What will it cost?
	How much time will it take?
	Where can I get help?

Official Candidate Requirements And Dates/ When? Phase 1. and; how much time will this take? (No cost)

Phase 1.	
	When?
	What it needs to be a candidate.
	When does it need to be done?
	How much time will it take?

A. Group Of Advisors

Phase 1.	
	When?
	How many votes are needed to win?
	How can the campaign target to get to that number?

B. Vote Goal

Phase 1.	
	When?
	How many votes are needed to win
	How can the campaign target to get to that number?

C. Campaign Plan And Budget

Phase 1.	
	When?
	Who will do it?
	How much time will this take?

	Where can the campaign get help?
--	----------------------------------

D. Hire Staff

Phase 1.	Who will serve as:
	Treasurer
	Campaign manager
	Will they be paid
	Has the campaign raised enough funds to pay the manager's salary? (On the budget)

MESSAGE:

A. Develop And Test Message

Phase 2.	
	When?
	Complemented in phase 2.

A. Obtain/ Create Lists

Phase 2.	
	When?
	Who/which are the community that will publicly support the campaign and speak on the candidate's behalf?
	How much time will this take; how will the campaign use the endorsements? (No cost)

B. Solicit Endorsements

Phase 3.	
	When?
	Who are key people in the community that will publicly support the campaign and speak on the candidate's behalf?
	Who will do it
	How much time will this take
	How will the campaign use the endorsements? (No cost)

B. Engage The Media (Free)

Phase 3.	
	When?
	Write press releases, give interviews, call reporters to talk about the campaign, the issues the campaign is focused on and the support it is receiving.
	Who will do it
	How much time will this take
	Where can I get help? (No cost)

ENLARGE THE MEDIA (PAID)

Phase 3.	
	When?
	Place campaign advertisements on television, the radio, online and/or in newspapers.
	Who will do it
	How much time will this take?
	What will it cost?

VOTER CONTACT:

A. Obtain/Create Lists

Phase 2.	
	When?
	Start making lists of the voters that the campaign will target for voter engagement.
	Who will do it
	How much time will this take?
	What will it cost?
	Where can I get help?

B. Print Campaign Materials

Phase 2.	
	When?
	Staff or a consultant needs to design and print materials for the campaign to distribute through voter contact activities.
	Who will do it
	How much time will this take?
	What will it cost?

C. Recruit Volunteers / When? Phase 2.

Phase 2.	
	When?
	Who will work for free for the campaign?
	What activities will the volunteers do?
	How much time will it take to recruit the volunteers? (No cost).

D. Begin Voter Contact

Phase 2.	
	When?
	Based on the campaign's vote goal and the voter contact plan, what activities need to start to engage voters?
	Who will do it
	How much time it take to organize and then implement the activities?
	How many voters will we reach?
	What will it cost?

E. Conduct Voter Contact Activities

Phase 3.	
	When?
	Based on the voter contact plan, what activities need to continue to engage voters?
	Who will do it

	How much will it take to organize and then implement the activities?
	How many voters will we reach?
	What will it cost?

F. Implement Election Day Plans

End of Phase 3.	
	When?
	Based on targeting and the voter contact plan, implement activities to encourage your voters to vote.
	Who will do it
	How much time will it take to organize and then implement the activities?
	How many voters will we reach?
	What will it cost?

FUNDRAISING:

A. Obtain/Create Lists

Phase 2.	
	When?
	Start making list of the potential donors that the campaign will solicit for campaign will solicit for campaign contributions.
	Who will do it
	How much time will this take?
	Where can I get help?

B. Begin Fundraising Activities

Phase 2.	
	When?
	The candidate starts contacting personal sources to ask them for the campaign.
	Who will assist the candidates
	How much time will this take?

	How much money will be raised? (No cost).
--	---

C. Fundraise

Phase 2.	
	When?
	Potential donors from the personal, ideology and opponents' sources can be solicited using a variety of fundraising tools.
	Who will do it
	How many potential voters will we reach?
	How much money will be raised?
	How much time will this take to organize and then implement the activities?
	What will it cost?

AFTER ELECTION DAY

A. Send Thanks

Phase 4.	
	Thank supporters, volunteers and donors.

B. Analyze Election Results

Phase 4.	
	Did the campaign get the voters it planned on?
	Why or why not?
	How much time will this take?
	Who will do this?

C. Get Ready

Phase 4.	
	Prepare yourself to serve.

D. Increase Visibility

Phase 4.	
	How will you build relationships with members of the press for future races?

E. Reach Out / When? Phase 4.

Phase 4.	
	Create a constituent communications plan.

F. PLAN

Phase 4.	
	How will you build relationships within your political party, constituents for future races?

Session 5.2: Campaign Team

To get all the work done on a campaign, you will have to recruit people to work with you on the campaign. This staff, whether paid or unpaid should be made up of both people who are close to you as a candidate and those with specific technical skills such as fundraising organizing or working with the media.

Handout 5.2: Campaign Team Members and Functions.

Candidate	* Persuades as many potential voters as possible * Meets and motivates volunteers * Raises funds * Does not manage the campaign.
Campaign manager	* Is responsible for every aspect of the campaign * Advises and manages staff and volunteers * Takes charge of budgeting and regulations * Liaises with the campaign advisory group * Is trusted by, can have honest communication with the candidate.

Finance director	* Is responsible for fundraising strategy and implementation. * Prepares necessary contribution reports.
Office manager (usually a volunteer)	* Oversees office administration * Coordinates office volunteers * Keeps office supplies stocked * Keeps office updated * Handles visitors to the office.
Voter contact coordinator	* Manages voter contact activities * Coordinates canvassing * Acts as event organizer * Creates and tracks number targets, keeps good records.
Scheduler (a paid position in a large campaign, volunteer in a smaller campaign)	Researches events attended by the candidate. Works closely with campaign manager.
Communications director	* Is responsible for all communications * Speaks on behalf of the campaign * Responds to press inquiries, schedules interviews * Writes and designs campaign materials including press releases and speeches. * Develops the media strategy
Database manager	* Maintains the voter contact database * Produces the required lists and reports
Election Day director	* Plans and manages logistics related to getting voters to the polls
Treasurer (usually a volunteer)	* Submits and tracks financial reports * Assists in financial disclosure.

Handout 5.2.1: Campaign Staffing Plan

Handout 5.2 laid out all the responsibilities on a campaign and ten positions that would handle those responsibilities; however, most campaigns do not have the luxury of so much staff. This activity will help you plan who might take care of all these activities on your campaign.

Necessary Roles and Responsibilities

CANDIDATE
Persuades voters; motivates; raises funds.
MANAGER
Manages the campaign, including staff and Volunteers, manages the budget, works with Advisory group.
FINANCE DIRECTOR
Fundraising strategy and implementation; prepares necessary contribution reports.
TREASURER
Submits and tracks financial reports; assists in financial disclosure.
OUTSTANDING ROLES AND RESPONSIBILITIES:
Who will fill these?
OFFICE ADMINISTRATION
COORDINATING OFFICE VOLUNTEERS
KEEPING OFFICE SUPPLIES STOCKED
KEEPING CONTACTS UPDATED
HANDLING VISITORS TO THE OFFICE
MANAGING VOTER CONTACT ACTIVITIES
COORDINATING CANVASSING
CREATING AND TRACKS NUMBER TARGETS, KEEPS GOOD RECORDS.
RESEARCHING EVENTS TO BE ATTENDED BY THE CANDIDATE.
SPEAKING ON BEHALF OF THE CAMPAIGN
RESPONDING TO PRESS INQUIRES, SCHEDULES INTERVIEWS
WRITING AND DESIGNS CAMPAIGN MATERIALS
INCLUDING PRESS RELEASES AND SPEECHES.

DEVELOPING THE MEDIA STRATEGY, IS RESPONSIBLE FOR ALL COMMUNICATIONS
MAINTAINING THE VOTER CONTACT DATABASE.
PRODUCING THE REQUIRED LISTS AND REPORTS.
PLANNING AND MANAGES LOGISTICS RELATED TO GETTING VOTERS TO THE POLLS.
TAKING CARE OF RESPONSIBILITIES AT HOME INCLUDING CHILD CARE, COOKING, CLEANING ETC.
SECURITY.
MEDICAL HELP
SIGN LANGUAGE INTERPRETING
TRANSLATING

SESSION 5.3: CAMPAIGN BUDGET

Your campaign plan is not complete until your budget is done. Your budget should reflect your campaign plan.

Handout 5.3.1: Budget Template

Take some time to start putting together your budget.

	Month 1	Month 2	Month 3	Month 4	Total
ADMIN					
Office rent					
Telephones					
Office supplies					
Staff (list positions)					
Fundraising Events					
VOTER ENGAGEMENT					
Printing (handouts, posters)					
Volunteer expenses					
Transportation (e.g. car/gas)					
Media production.					

	Month 1	Month 2	Month 3	Month 4	Total
Paid media (ads)					
TOTAL					

Notes

5.5.1 Electoral Laws that were amended for the 2020/2021 General Elections in Uganda: in a Scientific Post-COVID-19 Elections.

5.5.2 Introduction

In what is now an occurrence every five years, Parliament of Uganda passed amendments to electoral laws. This occurrence, at the close of each five-year cycle of government, has been on-going since 2005, with reforms to laws regulating the elections management body (electoral commission), political parties and organizations, presidential, parliamentary, and local government elections. Originally gazetted as separate bills on July 24, 2019, the Parliament on July 15, 2020 passed the Electoral Commission (Amendment) Act 2020; the Political Parties and Organizations (Amendment) Act 2020; the Parliamentary Elections (Amendment) Act 2020; and the Presidential Elections (Amendment) Act 2020. While they seem like the routine run-of-the-mill amendments to electoral laws as the country gears for the 2021 general elections, the amendments assume an added significance in the wake of what has transpired since the last elections in 2016—the presidential election petition (and the recommendations by the Supreme Court on electoral reforms), the removal of the age-limit to candidates in elections and, in the recent, a COVID-19 pandemic and nascent political discourse over “scientific campaigns”. In effect, the imprints of the decision of the Supreme Court in *Amama Mbabazi v. Yoweri Kaguta Museveni & Another*, Election Petition No 1/2016 and the Constitution (Amendment) Act 2018 are evident in the electoral law amendments.

5.5.3 This Legal highlights and key aspects of the amendments in the electoral laws.

† 5.5.4 Use of Technology in Elections

The amendments to the electoral laws provide for the adoption and use of technology in the management of elections. As regards the elections management body, there are new sub-sections (1a)-(1d) to section 12 of the Electoral Commission Act Cap 140. The Electoral Commission (Amendment) Act 2020 provides for—

(a) adoption by the Commission, in exercise of its powers, of technology in the management of elections (s. 12(1a)).

(b) putting in place by the Commission of electronic display system for the public at every tallying centre (s. 12(1b)).

(c) regulations, by way of statutory instrument, to prescribe manner of use of technology in the management of elections (s. 12(1c)-(1d)).

On the other hand, as regards the presidential elections law, section 56(2) of the Presidential Elections Act 2005 is substituted to provide for the electronic transmission of electoral results by returning officers to the Commission—that is, the return form, tally-sheets and declaration of results forms. The electronic transmission requires copies to be availed to political parties and candidates, though it does not do away with delivery of hard copies of the listed documents to the Commission.

The twin amendments on use of technology in elections may be seen as a response to fourth recommendation of the Supreme Court in Mbabazi v. Museveni case, in which the Court required enactment of a law to regulate use of technology in the conduct and management of elections.

‡ 5.5.5 Qualifications of Presidential Candidates

The most consequential amendments in the electoral laws is on the qualifications of candidates. The Presidential Elections (Amendment) Act 2020 does away with erstwhile section 4(1)(b) of the Presidential Elections Act No 16/2005 which stipulated age-limits for candidates in presidential elections. The amendment

aligns the 2005 Act to the amendment to article 102 of the 1995 Constitution (as effected by the Constitution (Amendment) Act 2018) which removed age-limits as a qualification for candidates in presidential elections. It is to be noted that the removal of constitutional age-limits in presidential elections was affirmed by the Supreme Court in *Male Mabirizi & Others v Attorney General*, Const Appeal No2/2018 [2019] UGSC 6).

There are other minor amendments by the *Presidential Elections (Amendment) Act 2020* that are tied to circuitous qualifying requirements under the 2005 Act of a candidate for election as President *being qualified to be a member of Parliament*. It therefore repeals the existing section 4(3) of the 2005 Act (in any event, several of the qualification requirements therein are now captured in the amended section 4(1)) and amends what constitute disqualifying factors for election as President under section 4(4).

5.5.6 Presidential elections and petitions

The *Presidential Elections (Amendment) Act 2020* addresses the timelines for holding of presidential elections and management of presidential election petitions.

(a) Firstly, it amends section 2 of the *Presidential Elections Act* No 16/2005 by expanding the period within which the presidential election should be held before expiry of an existing term—that is, from 90 days to 122 days. In reality, this should be viewed as a consequential amendment in the wake of adjustments to the time frames for the filing and determination of presidential election petitions.

(b) Secondly, it amends subsections (2) and (3) of section 59 of the 2005 Act by expanding the time frame for the filing of a presidential election petition and its determination by the Supreme Court. The amendments address this by—

- (i) expanding the 10 days' period within which to file presidential election petition (after an election) to 15 days; and
- (ii) expanding the 30 days' period within which the Court is to determine the presidential election petition to 45 days.

(c) Thirdly, it amends section 59(10) of the 2005 Act by expanding the time frame within which fresh elections should be held (in the event the presidential election is annulled). It addresses this by expanding the 20 days' period within which to hold fresh elections (after the annulment of election) to 60 days.

The above amendments are to be viewed as a response to **first** and **third** recommendations of the Supreme Court in *Mbabazi v. Museveni* case. In its first recommendation, the Court expressed concern over the *inadequacy* of the 10 days' period within which to file a presidential election petition (after an election) and 30 days in which the Court has to determine the election petition and thus recommended at *least 60 days* for the entire process. In its **third** recommendation, the Court considered 20 days within which a fresh election must be held after annulment of a presidential election *unrealistic* and called for a *longer and more realistic time frame*.

Notably, the amendments are another set of provisions that seek to align the *Presidential Elections Act* No 16/2005 with the 1995 Constitution (in light of the amendment to article 104(6) by *Constitution (Amendment) Act* 2018).

5.5.7 Campaign Rallies In Presidential Elections

The *Presidential Elections (Amendment) Act* 2020 amends the provisions of section 21 of the *Presidential Elections Act* No 16/2005 by stipulating time for holding of campaigns in presidential elections, as between 7 a.m. and 6 p.m. (s. 21(1a)). As a result, it prescribes sanctions for contravention in terms of fine not exceeding US\$960,000/= and/or imprisonment for not more than 2 years (s. 21(1b)).

5.5.8 Access to State Owned Media by Presidential Candidates

The *Presidential Elections (Amendment) Act* 2020 recasts and expands the provisions of section 24(1) of the *Presidential Elections Act* No 16/2005 on equal access to and treatment on State owned media. It does so in the following ways—

(a) It places the obligation on the Electoral Commission to ensure equal treatment of all presidential candidates on State owned media (recast s. 24(1)).

(b) It mandates State owned media to notify all presidential candidates of available times, broadcast schedules and costs(s. 24(1a)).

(c) It defines State owned media as “media house in which the controlling interest is held by the State” (s. 24(1b)).

(d) It creates sanctions for contravention in terms of fines for State owned media houses and fines and/or imprisonment for persons in charge of State owned media houses (s. 24(1c)-(1d)).

The amendments can be viewed as a response to the fifth recommendation of the Supreme Court in *Mbabazi v. Museveni* case, where the Court expressed concern that the State-owned broadcaster, Uganda Broadcasting Corporation (UBC), had failed in what is a constitutional obligation (as stipulated under article 67(2)-(3) of the 1995 Constitution) and recommended that the “electoral law should be amended to provide for sanctions against any State organ or officer who violates this constitutional duty”.

5.5.9 Candidates’ Source of Campaign Finances (incl. fundraising and donations)

The *Presidential Elections(Amendment) Act 2020* amends the provisions of section 22 of the *Presidential Elections Act No 16/2005*, by—

(a) inserting a new subsection (1b) requiring candidates to declare to the Electoral Commission the source of funds for elections within 14 days after the day of nomination.

(b) prohibiting, under revised paragraphs, financial or other assistance from terrorist organizations.

(c) providing for forfeiture to the State by order of court of finances or other assistance obtained in violation of the prohibitions on campaign finance sources under section 22.

Separately, the *Presidential Elections (Amendment) Act 2020* amends section 64(9) of the 2005 Act by deleting from what constitute fundraising “donations given by the President” in his official capacity. This amendment is to be

understood in the context of prohibition of presidential candidates (or their agents) carrying out *fundraising* and *giving donations* during the campaign period (under section 64(7)) and its categorization as an illegal practice (under section 64(8)). It is not quite clear what this amendment achieves, if it is in fact a response to the **seventh** recommendation of the Supreme Court in *Mbabazi v. Museveni* case, given that the Court observed that the President may, in course of official duties give donations, even during campaign period and it recommended the *prohibition* of *donations* by all candidates, including an incumbent President, so as to create a level playing field for *all*.

5.5.10 Representation of New Districts and Constituencies

The *Parliamentary Elections (Amendment) Act* 2020 amends the provisions of section 8(5) of the *Parliamentary Elections Act* No 17/2005 by requiring the filling of elective positions of Members of Parliament in respect of newly created districts or constituencies to be deferred until the next general parliamentary elections.

The amendment means that the Electoral Commission will only hold elections for the representatives of new districts or constituencies at the next *general election*, rather than schedule elections during the term of a Parliament whenever a new district or constituency is created.

5.5.11 Management of Elections—Voters’ Registers and Cards, Election Officers etc.

The amendments to the electoral laws provide guidance for the management of elections on the part of the Electoral Commission. The amendments to the *Electoral Commission Act* Cap 140 by the *Electoral Commission (Amendment) Act* 2020 can be summed up as—

- (a) Transmission of voters’ registers to political parties and organizations in the event of by-elections (amendment to s. 18A (introduced by *Electoral Commission (Amendment) Act* No 15/2010)).
- (b) Re-designation of electoral office-bearers in terms of—
 - (i) registrars as *district election administrators* (ss. 21 and 23).

(ii) assistant registrars as *assistant district election administrators* (ss. 22(1), (3) and 23) in respect of a *district*(replacing a constituency) (s. 22(1)).

(c) Expansion of period/time frame in which voter should notify returning officer of a voter's card that is lost, defaced, or torn from 7 days to 30 days before polling day (amendment to s. 27). This should avail the returning officers sufficient time to review the circumstances of the loss or defacement and issue duplicate copies of the original voters' card.

(d) Appointment of returning officers (and assistants) for electoral districts and special interest groups (amendment to s. 30(1)-(5)). The amendments result in new provisions in respect of—

(i) qualifying requirements of moral character and integrity in the appointment as returning officers (or assistants) (s. 30(1a)).

(ii) definition of special interest groups(s. 30(1c))

(iii) appointment of returning officers (and assistants) for special interest groups' elections (s. 30(2a)).

(iv) vacation and delegation of duties by returning officers (s. 30(2b)-2c)).

(v) transfer of returning officers (or assistants) to another district as basis for removal of the officers (or assistants) (amendment of s. 30(3)(b)).

(vi) participation in election irregularity, illegal practice, or election offence as basis for removal of returning officers(s. 30(3)(g)).

(vii) payment of portion of compensation by returning officer found personally liable for election irregularity or illegal practice (s. 30(7)).

The amendments in section 30(especially in addressing both returning officers and their assistants in subsections (2)-(5)) result in the repeal of sections 31 and 32 of the *Electoral Commission Act* Cap 140.

5.5.12 Polling and Polling Procedures.

The amendments introduce changes to the commencement of polling in terms of the presiding officers demonstrating the first ballot box as devoid of any contents.

The *Parliamentary Elections (Amendment) Act 2020* and the *Presidential Elections (Amendment) Act 2020* amend sections 30(8) and 31(8) of the 2005 Acts respectively, in requiring that this polling procedure be carried out in the full view of at *least ten voters* who are *registered to vote at the polling station* (rather than, as was previously required, in the full view of *all present*).

These amendments should not be taken as a manifestation of the COVID-19 times and the existing restrictions, as of July 2020, on public gatherings, as they were part of the clauses of the two Bills gazetted on July 24, 2019, although the Bills had a lower number of “at least five voters”.

5.5.13 Voting of Persons in Restricted Areas, etc.

The amendments introduce changes to procedures for voting of persons in, among others, *restricted areas*. The *Parliamentary Elections (Amendment) Act 2020* and the *Presidential Elections (Amendment) Act 2020* amend sections 38 and 39 of the 2005 Acts respectively. Under both amendments, the Electoral Commission may make special provision for voting for “specified persons employed in institutions engaged in the administration of elections, in *restricted areas* and operation areas”. The notable aspects in the amendments are—

(a) Firstly, they retain the original prescription that an *area provided for voting by members of the UPDF shall be outside of any barracks* as well as the subsequent prohibition on the creation by the Commission of special or separate polling stations exclusively for the army or security personnel. In effect, as regards presidential elections, this merges the language of the *Presidential Elections Act No 16/2005* and the *Presidential Elections (Amendment) Act No 14/2010*. As regards parliamentary elections, the amendment adds a new s. 38(3) to the *Parliamentary Elections Act No 17/2005*.

(b) Secondly, the amendments provide a definition of “restricted area” under both the 2005 Acts. Notably, such definition had in fact been introduced in the presidential elections law by the *Presidential Elections (Amendment) Act No 14/2010*. As regards parliamentary elections, the amendment adds a new s. 38(4) to the *Parliamentary Elections Act No 17/2005*.

A “restricted area” is defined as including “an area experiencing an *epidemic*, disaster or insecurity”. It is to be noted that the amendments to both Acts require the Electoral Commission “to publish in the *Gazette* and in a newspaper of wide national circulation ... a list of *restricted areas*”.

With the COVID-19 pandemic, it may be assumed the amendments aim to classify it as an *epidemic* for purposes of creating restricted areas for purposes of voting of persons in such areas. However, although this may or may not turn out to be the case during the 2021 general elections, the provisions predate the present COVID-19 times, especially as regards the presidential elections law (with the amendment shaving already existed as far back as 2010).

5.5.14 Public Officers’ Involvement in Political Campaigns.

The *Parliamentary Elections (Amendment) Act* 2020 and the *Presidential Elections (Amendment) Act* 2020 introduce new sections 83A and 79A of the 2005 Acts respectively, in banning the involvement of public officers in campaigns (and making it an offence that is punishable by a fine and/or imprisonment).

5.5.15 Code of Conduct for Political Parties and Organizations

The *Political Parties and Organizations (Amendment) Act* 2020 amends section 19 of the *Political Parties and Organizations Act* 2005 and prescribes, by way of a Fourth Schedule, a code of conduct for political parties and organizations that comprises of 16 paragraphs, matters relating to—

- (a)** objectives and principles of the code of conduct (paras 1-2).
- (b)** role of political party and organization and its compliance with the law and code and the rule of law (paras 3-5).
- (c)** prohibited conduct in terms of (i) abuse of position, (ii) intimidation and violence, (iii) influence peddling, (iv) inflammatory language, etc. (paras 6-9).
- (d)** relationship between parties and organizations and the Electoral Commission (para 10).
- (e)** relationship between parties and organizations and the media (para 11).

- (f) relationship between parties and organizations and the Uganda Police Force (para 12).
- (g) conduct during campaigns, polling process and in relation to election monitors (paras 13-15).
- (h) enforcement of the code by the National Consultative Forum (para 16).

5.5.16 Implications of the Amendments

1. By and large, the amendments seek to align the electoral laws with the recommendations of the Supreme Court in the *Mbabazi v. Museveni* case and the constitutional amendments introduced by *Constitution (Amendment) Act 2018*.
2. The necessity for adoption and use of technology in management of elections is recognized in light of the recommendations of the Supreme Court. The incorporation of provisions on electronic transmission of electoral results and electronic display system for tallying of votes is a start. However, there is a need to enact a *comprehensive* “law to regulate use of technology in the conduct and management of elections” to accord with what the Supreme Court envisaged in its recommendation.
3. In restricting the campaign times in presidential elections, the electoral reforms address concerns that have bedeviled previous elections where campaigns have been held late into the nights. However, there are no similar amendments to the parliamentary elections law.
4. In providing for timely declaration of sources of campaign finance within 14 days after nomination, the electoral reforms address the concerns that have persisted in previous presidential elections since 2005 (or even as far back as 1996) and, apart from adding prohibited financial assistance from terrorist organizations, it is not clear how the sanctions of fine or imprisonment will serve as sufficient deterrence to non-compliance.
5. In requiring equal access and treatment before State owned media—and imposing obligations on the Electoral Commission and sanctions on the media houses (and officials in charge thereof)—the electoral reforms give effect to

a recommendation of the Supreme Court and provisions of article 67(2)-(3) of the 1995 Constitution.

6. The electoral reforms streamline the provisions of the presidential and parliamentary elections laws on voting by persons in “restricted areas”.
7. The electoral reforms—in terms of the polling procedures (requiring ten eligible voters to witness empty ballot boxes) and the streamlined provisions on voting in restricted areas in situations of, for instance, epidemics—do not offer clarity as to how campaigns and elections are to be conducted in event the COVID-19 pandemic persists during months leading to the 2021 general elections. This is in spite of any political discourse over so-called “scientific elections”.
8. With political parties and organizations as the main sponsors of candidates for elective positions, it is likely further engagement is necessary in respect of the pertinent provisions of the code of conduct that touch on elections and electioneering within the context of comprehensive electoral law reform.

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MODULE 6:

MONITORING YOUR VOTE THROUGH THE POLLING AGENTS

Objectives.

- 1.The candidate deploys polling agents /monitors to monitor their votes
2. To use the polling agents to give a clear status of the outcome of votes at every polling station.

Introduction:

2.1 Who is an Agent?

An Election Agent is an individual who observes the conduct of elections on behalf of an independent candidate or a political party on Election Day. The Elections Act defines an agent as; *“a person duly appointed by a political party or an independent candidate for the purposes of an election...and includes a counting agent and a tallying agent.”*

Although election agents are selected to represent their political party or independent candidate on Election Day, their work often begins much earlier, playing a crucial part in monitoring the entire electoral process on behalf of their parties and candidates. Candidates may also deploy agents to monitor the conduct of party nominations (also referred to as primaries) on their behalf.

Partisan election agents comprise of agents who are appointed by political parties (also known as Party Agents) and Independent Candidates (known as independent candidate agents). In the case of parties that are in a coalition, they may appoint joint agents to protect the interests of the coalition parties and may commonly be referred to as coalition agents.

The Rights & Responsibilities of an Agent

2.3.1. Rights of an Agent

The Election Agent has the right to:

- * Access polling stations and tallying centers, if they are accredited to the tallying center and are wearing an accreditation badge.
- * Obtain official information about the elections from elections officials, including information about voter turnout
- * Attend observer briefs
- * Speak or communicate with anyone outside the polling station with regard to elections
- * Speak to anyone other than a voter inside the polling station

N.B. To speak to a voter inside the polling station, they must get approval of the Presiding Officer or Deputy Presiding Officer.

- * Attend public election related activities
- * Dispute the inclusion of a ballot paper in the count that they believe should be “rejected”
- * Object to the rejection of a ballot paper that they believe is “valid”
- * Request the Presiding Officer to have the vote recounted/rechecked (provided that this recount does not take place more than twice)

The Election agent cannot:

- * Interfere with the voting process or the authority of the election officials in the polling stations
- * Enter or remain in a polling station without an identification badge
- * Interfere with, or attempt to influence any voter
- * Disclose any knowledge concerning the vote of a person
- * Wear a badge or emblem of a political party or candidate within the polling station; or
- * Deliberately show or leave a “how-to-vote” card, or any similar directions as to how a voter should vote, in the polling station.

2.3.2 Objectives of Being an Agent

The main objectives for including election agents in the process are to:

- * Identify human error and rigging: be alert and know the election procedures in order to uncover mistakes and rigging
- * Bring problems to the attention of polling officials; and
- * Collect information about the election: provide their party/candidate with information about the conduct of the election at the polling station they are deployed to

Roles of Agents

The key roles of an election agent are to:

- * Observe the preparation and opening of the polling station
- * Confirm emptiness of ballot boxes before polling begins
- * Inspect and list the serial numbers and the seals on ballot boxes
- * List the serial number of the ballot papers
- * Seal the ballot boxes with their own independent candidate or political party seals
- * Observe whether or not the voting procedure conforms with regulations
- * Observe the closing procedures of the polling station at the end of polling
- * Observe if the counting procedures are strictly adhered to
- * Confirm that separate packets are made and sealed for the various categories of ballots and materials after counting of votes. The agents may also put their seals on the packets and ballot boxes (These seals are provided by the EC)
- * Sign the declaration forms at polling stations. N.B. If the election agent does not sign or is absent during the counting of votes, the Presiding Officer will record so. The Presiding Officer will also record the refusal of any agent to sign the declaration form
- * Escort, using their own transport, the sealed ballot box with separate packets to the Returning Officer at the Constituency or Subcounty Tallying Centre;

- * Witness the tallying of the results
- * Sign the declaration forms at the Constituency or Subcounty Tallying Centre; and
- * Complete a checklist and submit it to your party or independent candidate coordinator as instructed

Qualities and Qualifications of Agents

- * The caliber of the person that the party or independent candidate chooses to represent them is extremely important. An informed agent will be able to ensure that the party or candidates right to a free and fair election is upheld and certify that the polling, counting and tallying process is conducted in a transparent manner. To be able to do this, he/she must possess certain fundamental qualities and qualifications, including:
 - * *Integrity* - to be able to carry out their roles in a professional manner, agents should be of high moral character. Agents swear an oath of secrecy and subscribe to the Electoral Code of Conduct contained in the Second and Third Schedules of the Elections Act. If an election agent has not familiarized himself or herself with this code of conduct, the chances of committing an electoral offence are high and the agent risks jeopardizing their party/candidate's chances of winning the election by causing their disqualification.
 - * *Loyalty* - Election agents with strong allegiances and loyal support to the party or candidate will be more likely to protect the rights of the party/ independent candidate and are less likely to be bribed or induced by other actors to violate the Electoral Code of Conduct and defect.
 - * *Ability to read and write* - While there is no legal requirement for one to be able to read and write so as to qualify as an agent, one should have capacity to identify and document their observations in the electoral process. Being able to read helps one consult legal materials and document and report occurrences.
 - * *Observant and Focused on Detail* - an election agent should be one who is keen and pays attention to detail.

- * *Team Player* - an agent will work together with others so as to be able to fully represent their candidate or party. It is important that he/she can communicate and cooperate with other team members.
- * *Consensus Builder* - during the work of a party agent, they will encounter other agents from opposing parties and non-partisan observers in addition to election officials. An agent is required to relate with these people and encourage consultation and consensus building as much as possible.
- * *Decorum* - election agents are required to be polite, respectful and accord all officials the space to carry out their duties without interference.

MODULE 7:

ELECTION PETITIONS

7.1 Trial and Procedure for Election Petitions

Objectives

1. To equip candidates with knowledge and information about the trial and procedures in election petitions in case they opt to petition court after elections.

Introduction:

This module relates to the trial and procedure for trial of Election Petitions under: -

- ✱ PART X, of the Parliamentary Elections Act, Act 17 of 2005.
 - ✱ PART X, of the Local Governments Act (Local Government Councils Elections).
- (ii) Petitions arising from the Parliamentary Elections Act are triable only by the High Court. Those arising out of the Local Governments Act are triable partly by the High Court and partly by the Chief Magistrate's Courts.
 - ✱ Petitions from Election to the position of chairperson of a Local Government Council are triable by the High Court.
 - ✱ Petitions from Election to the position of Councilor of a Local Government Council, by a Chief Magistrate's court.
 - (iii) By hearing and determining Election Petitions, courts of law do no more than engage in the post electoral management process. Because a democratic election is constituted by a series of legal activities and also because such elections are conducted and engaged in by human beings, with all their perfections and failures, election petitions are invariable in any democratic setting.

(2) Jurisdiction and Rules of Procedure For Hearing Election Petitions

(i) Jurisdiction-

- * High Court.
- * Article 86 of Constitution.
- * Section 60 (1) of the PEA.
- * Section 138 (1) of the Local Government Act, (Cap.243).
- * Chief Magistrate's Courts.
- * Section 138 (2) of the LGA
- * Section 55 (1) of LGA (for Recount).
- * Magistrate's Courts Grade I
- * Section 168 of LGA (For Petitions relating to Elections at village, Parish and County Levels).

Rules of Procedure

For the petitions filed in the High Court, under the PEA the Procedure is found in the Parliamentary Elections (Election Petition) Rules – S.1 141-2. The PEA itself also contains some provisions that are largely procedural e.g. section 62 which relates to service of Notice of the petition, section relating to summoning and presentation of witnesses and section 65, regulating withdrawal of election petitions. In addition, the Civil Procedure Rules apply subject to the PEEP by virtue of rule 36 of the PEEPRs.

- (i) For Petitions filed under S. 68 the Local Governments Act, Cap. 243 (whether in the High Court in a Chief Magistrate's court, the rules of procedure, are:-
 - * By virtue of section 143 of LGA, the Civil Procedure Rules.
 - * Provisions, the Parliamentary Elections (Election Petitions) Rules, would probably apply.
- (ii) It is not quite clear whether the intention of Parliament was to supplement the Civil Procedure Rules with any provision in the Parliamentary Elections (Election Petitions) Rules where the Civil Procedure Rules contain no relevant

provision. That is so specify in view of the wording of section 172 of the LGA, which vests powers of modification to the Electoral Commission, a fact which tends to support the view that the cross legislation in section 172 was intended to be purely for administration purposes by the Electoral commission. On the other hand, Section 9 (1) of the Interpretation Act, Cap. 3, which provides;

“(l) a reference to particular Act shall be constricted as including a reference to that as amended from time to time and to any statutory instrument made under that Act”. Tend to support the opposite view.

Since the Parliamentary Elections (Election Petition) Rules, were made under section 93, of the PEA, a reference to that Act would include them by virtue of section 9 (1) of the Interpretation Act. Clearly Parliament needs to clarify this aspect of the Procedure for determining Election Petitions under the LGA. As Section 172 of the LGA, it leaves strong arguments in either side.

(4) Competence of An Election Petition

Three factors may render petition incompetent.

(i) Presentation Of Petition Parliamentary – S. 60 (2) of PEA.

- * A candidate who lost an election.
- * A registered voter in the constituency supported by the signatures of not less than 500 registered voters in the constituency.

Local Government – S. 138 (3) of LGA

- * A candidate who lost an election
- * A registered voter in the constituency supported by not less than 500 registered voters.

(ii) Limitation

- * Parliamentary – S. 60 (3) of PEA
- * To be presented within 30 days after the day the result of the election is published in the Gazette.
- * Answer –within 10 days from date of service - Local Government – S. 138 (4)

- * Within 14 days after the day on which the results have been notified in the Gazette.

(iii) Non Service of Notice of Presentation.

- * Parliamentary – S. 62 of PEA and rule 6 of the Rules service is personal –power of court to order other forms of service (See rule 6 (5) of the PEEPS.
- * Service must be within 7 days after presentation of the Petition. Court may order other forms of service under rule 6 (4). It may also extend time of service under rule 19.

Some Authorities:-

- * Mbabali Jude vs. Electoral Commission, Election Appeal No. 3 of 2006.
- * Nathan Bwambale vs. Electoral Commission and Hon. Crispus Kiyonga, Fort Portal EP No. 007 of 2006.
- * Bangirana Anifa Kawooya vs. Kabasi Joy & Kafura, Two Others Masaka Civil Appl. No. 0028 of 2009.

Local Government Elections S. 141.

Service is also personal and must be affected within 7 days from the date of the presentation of the Petition.

(3) Grounds for nullification

(i) For Parliamentary – well set out in S. 61 (1) of the PEA: They are only four grounds:

- * That there was non-compliance with the provisions of the PEA relating to Elections, if court is satisfied that there has been failure to conduct the election in accordance with the principles laid down in those provisions and the non-compliance and the failure has affected the result in a substantial manner.
- * That a person other than the one elected won the election.
- * That an illegal practice or any other offence under the PEA was committed in connection with the election by the candidate personally or with his or her knowledge and consent or approval,

- * That the candidate was, at the time of his or her election not qualified or was disqualified for election as a Member of Parliament.

(4) Trial of Election Petitions

–Under PEA

(i) Time limits:-

- * S.63 (9) High court has to determine an election Petition before it within 6 months from the time it was lodged in court.
- * S. 63 (1), trial is in open Court
- * Rule 13 (1) of PEEPRs- expeditions hearing, sitting from day to day, suspending all other business of the court and completing determination not later than 30 days from the date of the commencement of hearing.

(ii) Consolidation of Petitions

- * Rule 18, petitions may be consolidated if they have been presented in relation to the same election.

(iii) Evidence -Rule 15 evidence, by either party, is by affidavits read in open court.

- * Deponents of affidavit may, with leave of court, be cross-examined.
- * This is an area which has raised many concerns and problems of the assessments of the credibility of the deponents of the affidavits considering the fact that deponents are usually ardent supporters of the competing parties.
- * Delays in presenting deponents of affidavits cross-examination or making the applications for leave to cross-examine belatedly. Ideally, applications for leave to cross-examine, deponents of the affidavits should be made at the scheduling conference and during the trial, once an affidavit is read out; the cross-examination of the deponent should follow immediately.
- * Problems of numbers of affidavits and extended desires to cross-examine the deponents which often may lead to equally extended time of trial and analysis and writing of the judgment-The need to narrow down grounds or issues and thereby also narrow the volume of affidavits, at the scheduling conference is quite crucial.

- * Problems of objections by Counsel to affidavits on grounds such as:-
- * That they are nullities for containing hearsay evidence of non-disclosure of source of information etc.

(iv) Evidence in Petitions under the LGA. Evidence may be viva voce or by affidavit or both.

Affecting The Result In A Substantial Manner.

This is the statutory judicial test for setting aside an election under S. 61 (1) (a) of PEA. It has attracted long and quite intensive Judicial debate as to how to apply it. The current position is to be found in the reasons for the decisions by their Lordships the Justice of the Supreme Court in the case of Col. (Retd) Dr. Besigye Kizza, and Museveni Yoweri Kaguta and The Electoral Commission, referred to earlier in this paper. To put it simply, the non compliance and failure would be said to effect the results in a substantial manner if the evidence obtained by the court during the trial of the petition raises some significant probability that if it were not for the noncompliance and failure, the election could have been won by a candidate other than the one who won it.

(iv) Ground That A Person Other Than The One Elected Worn The Election-(S.61 (1) (B) Of Pea & 139 (B) Of Lga.

This ground almost exclusively involves numbers of votes polled by each candidate. It is resolved by a recounting of the votes polled by each candidate or those that were rejected or spoilt. The High Court, under S. 14 63 (5) of the PEA, may order a recount of the votes upon its own motion. I shall say a word or two about conducting a recount .

(V) Ground That An Illegal Practice Or Any Other Offence Under The Pea Was Committed.

- * Illegal practices are set out in Section 68, 69 70 and 71 of the PEA and Sections 147 and 148 of the LGA.

Offences are equally listed in provisions in either Act.

- * The important point to remember that in deciding whether or not an illegal practice or election offence has been committed, the court is not

conducting a criminal trial. The decision is reached upon the balance of probabilities.

- * It is also important to note that if the allegation is made against another person other than the candidate, the evidence must show that the Commission was with both the knowledge and consent or approval of the candidate.

(Iv) Ground That Candidate Was Not Qualified To Election.

- * Under PEA- the relevant provision in section 4 of PEA, which sets out the qualification and disqualification for candidates for members of Parliament
- * Under LGA- the relevant provision is section 111 (3), 3(a), 3 (b), 3 (c), 3(d) and 111(4)

Conducting A Recount During A Trial.

- * The PEA provides for three types of recounts of votes:-
- * A mandatory one under S. 54 of the PEA.
- * One under S. 55 of PEA ordered by the Chief Magistrate.
- * One that may be ordered by the High Court, during a trial of an election Petition, under S. 63 (5) of PEA.
- * THE LGA also provides under S. 142 (4) for court to order a recount of votes during the hearing of a petition either by the High Court or a Chief Magistrate's Court.
- * It would appear that a Chief Magistrate's court does not possess jurisdiction to order a recount in an election conducted under the LGA. The LGA has no provision equivalent to S. 55 of the PEA. The only provision that could incorporate the provisions of section 55 into Part X, of the LGA is section 172 of the LGA. But that section seems to give only administrative powers to the Electoral Commission, in conduct elections and not jurisdiction to Courts of Law. Jurisdiction to court cannot either be given by the Electoral Commission nor can it merely be assumed by the courts.

That, area too requires parliamentary intervention.

A judicial recount has to be conducted as a court process presided over by the Chief Magistrate or the judge, as the case may be. Before conducting the recount and during the recount the court must ascertain the following conditions: -

- * That all the boxes have been secured intact since the elections.
- * That the seal on them are the seals that were applied when they were last sealed by the presiding officer or the returning officer
- * When opened that all the contents that ought to be in each box are there and intact
- * That the ballots to be recounted fall within the serial number that EC sent to the particular Constituency.
- * That a ballot paper is treated as rejected or invalid only when the mark of choice placed upon it by the voter cannot be the basis for ascertaining the choice of the voter.

LOOKING AHEAD

You are now equipped with the necessary knowledge and skills to engage in political leadership. The important planning steps that you have just completed will help to build your confidence in key skill areas needed for contesting leadership positions: preparation, communications, fundraising, voter contact and campaign management.

You change from this point forward is to put all the pieces together: the road to political leadership – and getting elected – is long and rarely straightforward. Let your reflections goals and plans which you have put together serve as your guide as you head into your political carrier and to keep you on track in the face of unexpected challenges. Review your notes and plans in this Workbook to update your answers from time to time.

UN Women and Women Democracy Group (WDG) congratulates you for exercising your right to fully participate, lead and engage in political institutions and processes in pursuit of a better future for your community and in doing so, serving as an example for women and girls everywhere.

APPENDIX

Appendix A: Research Template – The constituency, the political landscape, the office, and electoral laws.

Research Template – The Constituency, The Political Landscape, The Office, And Electoral Laws

Being familiar with information and data related to your political and electoral system and the office you aspire to is very important. This is a template to help you research your constituency, the political landscape, the office you are seeking, and relevant electoral laws, and keep all the information in one place.

Instructions:

Having information about your constituency would be useful for you as you make the decision to seek elective office and write a campaign plan.

Before the Training Take Time to do a little Research and Answer some Key Questions:

Evaluation Forms

A. ELECTORAL LAWS

1. What electoral system is used?
 - First-past-the post?
 - Party list proportional representation
 - Other?
2. What is required to win the election?
 - A simple plurality?
 - A majority of the votes cast?

3. How many seats are open in this election?

Is this a single member constituency

or a multi-member one?

4. When is election day?

What hours are the polls open?

Can people vote early? YES NO

- Will you be running alone or as part of a team?
- What are the filing deadlines for candidates?
- What are the legal requirements for candidates?

Age?

Residency?

Education?

5. Are there limits to the contributions that one individual/organization can make to a campaign?

6. What kind of money or support can a candidate/campaign receive?

Money from business?

Money from individuals?

Money from foreign contributors?

Are monetary contributions treated differently than contributions of campaign supplies?

7. Are there laws outlining what you can and cannot say/write about yourself or your opponent and how you can communicate with voters?

8. Beyond election day and the candidate filing deadline, what are other important dates to know?

The Information You Need To Calculate The Number Of Votes You Need To Win Your Election:

What are the total number of citizens in the constituency?

What are the total number of registered voters in the constituency?

What is the total expected vote/turnout?

What is the threshold needed to win (50%, 30%, majority, etc.)?

What is the number of candidates in the race?

Appendix B: Critical Notes on Leadership

Leadership is a special responsibility and one must be willing and committed to taking on and discharging this responsibility. As the candidate you must know why you want to lead, what unique qualities you bring to leadership and you must determine what difference you will make as a leader. The following notes are provided to enable you to reflect on the important question of leadership.

1. What Is Leadership?

- * Leadership is a process by which a person influences others to achieve a particular goal, objective or accomplish a particular task.
- * Leaders lead by applying their skills and attributes (beliefs, values, ethics, character, knowledge)
- * The basis of good leadership is integrity and selfless service

A leader works towards:

- * Idealized influence—charisma.
- * Inspirational motivation—charting the way.
- * Intellectual stimulation.
- * Individual consideration.
- * Building others
- * Mentoring others
- * Leading others in the best way possible
- * Influencing others to follow good examples in working to achieve set goals.

2. What Is Transformational Leadership?

Transformation is qualitative change or mutual change in character or appearance, thus transformational leadership is a management style that motivates whereby the led are encouraged to achieve greater results through the leader's inspiration. It is also 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. Transformational leadership occurs where and when the leader is visionary; where power is not used to dominate others but to provide mutual support

for a common purpose or common good and where leadership looks beyond short term goals and focuses on intrinsic higher order of common values.

3. Transformation leadership involves:

- * Idealized influence—charisma.
- * Inspirational motivation—charting the way.
- * Intellectual stimulation.
- * Individual consideration.

4. Idealized influence involves:

- * Setting a world view that excites and attracts potential followers.
- * Articulates a vision and makes it a shared vision—Use of ‘We’ rather than ‘I’.
- * The leader believes in the vision.
- * Listening to followers and mentoring them.
- * Creating trust, celebrating individual success and recognizing performance.
- * Exhibiting integrity.
- * Recognizing and respecting diversity.

5. Charting the way involves:

- * Recognizing that the process is people oriented and depends on them.
- * Carrying out situation analysis.
- * Working with others to identify options and selecting the viable and feasible option
- * Recognizing hardships and dealing with them.
- * Setting goals and targets with the led.

6. Critical assumptions in charting the way are that:

- * People follow a person who involves and inspires them
- * A person with a shared vision can achieve great things
- * The way to get things done is by injecting emotions and energy into them
- * If people feel cared for and wanted to succeed they will be fully committed and involved. They will succeed.

7. Inspirational motivation involves:

- * The leaders articulate the vision
- * Challenges the status quo with high standards
- * Communicates better options for the future
- * Provides meaning to life and the tasks proposed
- * Creates a purpose for followers

8. Intellectual stimulation involves:

- * Challenges the status quo
- * Takes risks and solicits followers' views on them
- * Stimulates and encourages debate and creativity
- * Builds intellectual capacities and performance skills

9. Success factors for transformational leadership

- * Transformational leaders seeks to influence the mind of the followers and the culture of the leadership space (Parliament, Local Councils, Political Parties, etc)
- * To have impact transformational leaders must appeal to shared values by satisfying a higher level of needs of the people they lead.
- * Transformational leadership raises the level of human conduct and ethical aspirations of the people led
- * It has a transforming effect on both the leader and the led
- * It should provide a sense of what is important and
- * It should provide a sense of what is important and worth doing and what is worth spending time on
- * Must have goals for the common good
- * It is transactional with exchange of one value for another

10. Transformational leadership entails:

- * High moral and ethical values on the part of leaders
- * Showing genuine interest in the led

- * Having an inspirational vision
- * Mutual trust between leaders and the led
- * Participatory decision making as a rule
- * Innovative thinking and action
- * Motivation based on right
- * Leaders being mentors

Appendix H: Election Complaints Procedure

Sometimes, on polling day, things do go wrong and you may not be satisfied with the process or outcome of the elections. If this happens, the law lays out a procedure to file complaints at certain periods during the polls as follows:

1. Complaints At Polling:

Your agents and any voter present at a polling station may raise and present in writing complaints relating to the voting at the polling station and they have the right to obtain information from the Presiding Officer concerning the counting process.

A presiding officer shall 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 complain, the Presiding Officer is required to deliberate upon and resolve the matter with the help of Polling Assistants.

2. Complaints During The Counting Of Votes:

You or your agent or any voter present may raise any objection during the Counting of the votes, and the Presiding officer shall 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 arising out of the objection.

An objection recorded during the counting of votes shall be numbered and a corresponding number placed on the back of the ballot paper to which it relates, and the ballot paper shall be initiated by the Presiding Officer and it shall be witnessed by the Polling assistants and your agents. The decision of a Presiding officer in respect of an objection raised under subsection is final, subject to reversal only on recount ordered by the court upon an election petition.

3.Cases Of Mandatory Recount

Where, after the official addition of the votes—

- a. There is an equality of votes between two or more candidates obtaining the highest number of votes; or
- b. The number of votes separating you receiving the highest number of votes and any other candidate is less than fifty, The Returning Officer shall, if requested in writing by you, your agent or a voter registered to vote in the constituency, in the presence of a senior police officer recount the votes after giving a written notice of the intention to recount to all interested parties. Where a recount results in equality of votes among two or more candidates obtaining the highest number of votes, a run off election shall be held involving only the candidates with equal votes; and the election shall take place not later than thirty days from the date of the recount.

4. Election Petitions in Court

Once the results have been declared, the Electoral Commission's mandate to hear aggrieved parties expires and any complaints are handled by the courts of law. The grounds for setting aside an election include:

- a. Non-compliance with election laws and the failure to conduct the election in accordance with the principles laid down in the law. You must show that the non-compliance or failure affected the result of the election in a substantial manner;
- b. That a person other than the one elected won the election; or
- c. That an illegal practice or any other offence was committed in connection with the election by you personally or with your knowledge and consent or approval; or
- d. That you were on time of your election not qualified or was disqualified for election as a member of Parliament. Where an election is set aside then a fresh election is carried out.

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

In Uganda, this right is derived among others from:

1.The Constitution:

One of the major landmarks 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.

2. 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.

4. The Hurdles Women Still Face When Running For Political Office:

Despite the fact that women have the same right as men to participate in politics and decision making, they still face many hurdles including:

- * Women are significantly less likely than men to view themselves as qualified to run for office; and women are less likely than men to receive encouragement to run for office from party leaders, elected officials and political activists.
- * Women don't have the information they need about what is going on of particular concern to them, and thus their ability to participate in democracy on any level is constrained.

- * Women's marital and other social status is still used against them when running for office. The fact of a woman being single, married, separated, divorced or widowed is often a matter of debate and/ or concern to the public. The tribal ticket is also played against women especially if she has married outside her tribe or is standing in an area that is not her tribe.
- * Women's gender roles play a significant part in determining whether or not they run for political office. Women still shoulder a lot of the family chores and other related responsibilities and are required to nurture the children alone in most cases. Taking on an additional political role becomes almost impossible given their other gender roles.
- * Lack of support from spouses: Women will often refrain from running for political office if their spouses are not in agreement. At the same time, it is not always easy to get the support of their spouses, and some men actually threaten their wives with separation or divorce in order to stop them from standing. Other husbands limit the space within which their wives can run, e.g. only allowing their wives to run for women council elections and not any other seats at local government or national level.
- * Women face financial constraints in running for office. Very few women have money of their own and in a culture where property is perceived to be the man's, women find it hard to ask for permission to use or borrow family money or assets for their political campaigns.
- * Low levels of educational attainment also impact women's ability to stand for elective office especially at Local Government and national level. Coupled with education is women's public speaking skill which many say they lack.

5. Improving Women's Participation in Politics and Decision Making:

Some Critical Questions To Answer:

- * What policies and measures for implementation need to be put in place to secure women's effective participation in leadership and decision making?
- * What legal reforms are necessary to improve the status and situation of women in leadership and decision making?

- * How do we mobilize women for leadership (with capacity to influence change) as opposed to being just statistics or a number?
- * How will we ensure that women in critical leadership and decision making positions take on women's issues and concerns as part of their agenda and use their positions to navigate and influence the systems in order to achieve an improved legal, social and economic status for women?
- * How can women use their political platform to influence gender relations and decision making at the household, family and community levels?
- * How do we mobilize more women to take up leadership at different levels both in the public and private sectors in order to influence decisions to support women and girls' access to education and training, equal access to health care and quality services for reproductive health, access to and control over productive resources and the benefits of their labour?
- * How can women leaders engage with cultural and religious leaders to influence change in practices that are discriminatory, deny women their sexual rights and control over their bodies and make women and young girls vulnerable to all forms of abuse and violence?
- * What mechanisms must be in place in order to monitor the progress made?

6. The Importance of Having Women in (Political) Leadership:

Despite the hurdles or challenges women face when running for political office, the benefits of having women in politics and decision making cannot be denied. The benefits to having women in policy and decision-making have been identified as follows:

- * Women in politics and decision-making have generally been identified as 'clean' leaders and closer to the grassroots people than their male counterparts.
- * The tremendous increase in the number of women aspiring for parliamentary positions as well as entering the parliament is attributed to having women in politics.
- * By joining politics, women are able to address and resolve some of the problems associated with their oppression in a larger context of

nationalism. Women's participation in political struggle and leadership enhances their national identity, equality and dignity.

- * Women's involvement in leadership constitutes an effective strategy for their empowerment. In the process they acquire a sense of competence, self-confidence and opportunity for self-determination. Women's leadership influences the distribution of resources and decision-making affecting their lives, their families and their communities.
- * Women's participation in politics generally improves legitimization of women's rights in legislation and policy, e.g. the 1995 Constitution, the 1997 Local Government Act, with its subsequent Amendment in 2001, the 1998 Land Act with its subsequent Amendment in 2003, the 2009 Domestic Violence Bill, etc
- * Women's participation also deconstructs the notion of the public domain as male space. Through the increased number of women in politics, societal attitudes towards women's presence in the political arena are changing.
- * The increased number of women in politics has had spill over effects such as creating awareness about women's capabilities
- * The increased number of women in politics has greatly increased their skills and self-confidence and built their capacity as legislators and leaders. This increased capacity is reflected in the number of women who are currently chairs or vice chairs of the different parliamentary committees.

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NOTES

The bottom right corner of the page features a series of overlapping, semi-transparent geometric shapes. These include a large light blue triangle, a smaller yellow triangle, and a green triangle, all pointing towards the bottom right. The shapes are layered, creating a sense of depth and movement.

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