



Gender Transformation & Empowerment

POCKETBOOK FOR WOMEN CANDIDATES FOR THE PRESIDENTIAL, PARLIAMENTARY AND LOCAL GOVERNMENT ELECTIONS IN 2020/2021



October 2020

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Why This Pocketbook?

The need to develop this material arose out of the realization that many women leaders find challenges in engaging effectively in governance which negatively impacts on their contribution in decision making. The content of the handbook is based on the training needs analysis conducted.

The Pocketbook contains the following modules that have been summarized for quick reference by the women candidates aspiring to take up political positions from Presidential to Parliamentary and Local Council levels in Uganda.

The pocketbook is designed for capacity strengthening of prospective women candidates intending to run for elective positions and those already in office. It can also be used by any woman/person in a leadership position that may not necessarily belong to a party or hold an elective position.

The Pocketbook summaries the following modules

Module 1: The Legal Framework Supporting Women in Decision Making and Politics.

Module 2: Gender and Leadership

Module 3: Communication Skills

Module 4: Women in Politics & Political Participation

Module 5: Offices Available for Women Candidates.

Module 6: Understanding The Polling or Election Process

Module 7: Women and ICT

Module 8: Handling Election Complaints

MODULE 1: THE LEGAL FRAMEWORK SUPPORTING WOMEN IN DECISION MAKING AND POLITICS

Elections are a vital tool in the democratization process. They are a platform through which people can have a say in the way the country is governed and a mechanism to hold politicians accountable. Unfortunately, women are not adequately represented in the electoral process at all levels. Since women have different needs and issues of concern from the rest of the population, it is important that they take part in the electoral process and make their voices heard on issues which affect them.

1.1 International Law Promoting the Rights of Women

At international level the United Nations has developed certain human rights standards which are codified in various forms including conventions, treaties. The 1948 Universal Declaration of Human Rights (UDHR) article 1 provides for equal dignity and rights to women and men. Two important conventions – the International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social and Cultural Rights (ICESCR) build on the provisions of the UDHR and accord everyone the right to enjoy human rights and fundamental freedoms without discrimination.

One of the major women's rights instruments at international level is the 1979 UN Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) protects women against any form of discrimination on the basis of gender regardless of whether they are married or not. Ratification of this convention commits nations to take concrete action to improve the status of women and reverse the tide of discrimination and end violence against women.

Against Women (CEDAW). CEDAW spells out the range of political, social and economic rights that women are entitled to and also

describes how governments can go about ensuring that women access these rights. Uganda is a State Party to CEDAW which mean that it has an obligation to defend and uphold the rights enshrined in CEDAW. Among the rights available to women is the right to participate in the political life of the country. Article 7 of CEDAW requires the Government to ensure an equal playing field (equality and non-discrimination) for women to enable them to participate in politics both as voters as well as standing for elective office. At Africa Regional level, Uganda has signed up to the African Protocol on Women's rights which also protects the right of women to participate in political and decision making processes. The Protocol requires States to take specific positive action to promote participative governance and the equal participation of women in the political life of their countries through affirmative action, enabling national legislation and other measures to ensure increased and effective representation and participation of women at all levels of decision-making. How can women participate in the Electoral Process? Women can participate in the electoral process as:

- * Candidates;
- * Election officials;
- * Voters;
- * Party agents;
- * Party volunteers; and
- * Law enforcement officials in the police force. Challenges women face in participating in the Electoral Process There are several barriers that prevent women from actively participating in the electoral process. They include:
 - * Traditions, culture and customs partly attributed to patriarchy⁷ still limit women's participation in the electoral process;
 - * That lack of awareness about women's rights and how they can demand for them;

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

1.2 National Policies and Laws

The 1995 Uganda Constitution is gender sensitive and tries to correct the imbalances between women and men in Uganda. In Uganda, this right is derived among others from: 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 favor 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.

This National Development Plan (NDP) III is the third in a series of six NDPs that will guide the nation in delivering the aspirations articulated in Uganda Vision 2040. The NDPIII (2020/21 – 2024/25) is anchored on the progress made, challenges encountered and lessons learnt from previous planning and implementation experiences of NDPI and NDPII. The Plan defines the broad direction for the country and sets key objectives and targets for the sustainable socioeconomic transformation of Uganda.

The Uganda National Development Plan (NPD) 111 of 2020 streamlines the institutional framework for gender mainstreaming to ensure speedy and effective implementation, coordination, monitoring and evaluation.

Through adoption of the NDP, the government of Uganda committed itself to address gender issues and concerns at all levels of national development.

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

- * Rules for the campaign process
- * Rules regarding campaign materials
- * Offences and Penalties
- * The Parliamentary Elections (Amendment) Act 2010
- * Representation at the executive level
- * Know the criteria to be nominated as a Presidential Candidate
- * Know the process for a Presidential candidate campaign
- * Know the highlights from the presidential elections (Amendment) Act 2015

1.3 Electoral Law Reforms in Uganda: Gearing for Scientific Post-COVID-19 Elections

Introduction

In what is now an occurrence every five years, the 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.

The key aspects of the amendments in the electoral laws.

1. 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 center (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.

2. 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).

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 the 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).

4. 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. 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.”

6. 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.

7. 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.

8. 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.

9. 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.”

10. 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).

11. 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).

12. 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 abuse of position, intimidation and violence, influence peddling, 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).

13. 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.

The Registration of Persons Act, 2015

The implementation of the Registration of Persons Act 2015 legally demands that every adult person who wishes to change his or her name must comply with the provision of Section 36 of the Act. The clauses in section 36 of the Act provide for procedures under which any individual who is 18 years, or a widower, widow, divorced or married person; can have his or her name changed.

The aspirants for elective political positions who had changed names by reason of marriage would only require to present a sworn statutory declaration or an affidavit and a marriage certificate to the Electoral Commission. This was if their names on the National Voters' Register were different from the names on the academic papers.

However, after the commencement of the Registration of Persons Act, 2015 on 26 March 2015, adult persons who changed their names completely were required to go through the deed poll, which is a legal process of changing a person's name provided for in Section 36 in the Act.

A deed poll is a legal document used to change or adopt a name, required to be published in the National Gazette and eventually

registered with the National Identification Registration Authority (NIRA).

The women political candidates need to know that any person wants to stand for political office needs to follow the law to avoid any legal challenges that may come both to the candidate or elected leader and the Electoral Commission after nominations or General Elections.

Tips

- * As a leader, learn more about national and international laws and policies that promote and protect the rights of women to enable you stand for elective post.
- * Use the laws and policies where necessary to support your advocacy for the rights of women.
- * Sensitize other leaders, women and men about such laws.

MODULE 2: GENDER AND LEADERSHIP

Women in positions of leadership have the opportunity to transform governance. Women bring different and special qualities of strategy, focus, commitment, determination, genuine desire to serve, compassion for the disadvantaged and marginalized, fairness and a whole range of qualities that make women great leaders. This section is meant to stimulate women leaders to take the decision to run for public office.

2.1 Gender

This is a term that refers to socially constructed differences and distinctions between men and women that are learnt and change with time depending on the situation and culture. Society accords women and men different statuses, roles and responsibilities which affect their relationships, their access to and control of resources as well as benefits.

Men are accorded a higher status than women making their roles and responsibilities perceived to be more important and more valuable than those accorded to women. Women on the other hand are perceived to be subordinate to men. It is important to note that the roles and responsibilities that men play can also be played by women, and vice versa.

Gender is not sex, as sex is biological and does not change. People are either male or female; women grow breasts and men grow beards, etc.

2.2 Understanding leadership

What is leadership?

Leadership in simple terms is the power to influence other people in their thinking and their behavior. It's a process of getting things done through people in the process of influencing others.

Examples:

- * A good leader should be responsible and accountable for results, consistent, a good listener, honest and with integrity.

2.3 Gender and Leadership

Gender related perceptions, attitudes and beliefs that men are more superior, more able and more important than women influence the way society chooses leaders and treats women.

Examples:

- * In electing leaders (for local councils or Parliament), people prefer men to women even when women have better qualifications than men.
- * Some women believe they are not good enough and are inferior to men. This makes them fear to participate actively in politics, fear to stand for certain leadership positions such as chairpersons of districts, chairpersons of important committees or members of parliament.
- * In choosing leaders, men may have a bias against women. They may believe that only men are suitable for specific leadership positions. This means women will be discriminated against and denied same opportunities as men. The result is having more men than women in leadership positions what translates into inequality.

Note: This negative attitude, unequal treatment and discrimination of women needs to stop. As a leader, you have the responsibility to sensitize the community and fellow leaders against discrimination.

2.4 Patriarchy

Refers to male domination. A patriarchal society is one in which men dominate women at all levels, for example at home, in business and in politics. In a patriarchal society, women's views, concerns and

interests are considered secondary. This limits the rights, development and achievements of women.

2.5 Effects of Patriarchy: Social values of patriarchy

In a patriarchal society since men dominate women, it means that the customs, traditions and legal systems that are set by men usually work to the disadvantage of women. What a society considers of value and the roles that people should play within that society, are defined by men.

Patriarchy gives men unquestionable authority and power over women. Women's social movements are restricted, in order to "preserve the honor" of the family. For example, in some cultures, a widow cannot inherit the property of her husband but instead, she is inherited by the brother of her deceased husband. There is a widespread acceptance and practice of domestic violence and people's homes are immune to social intervention.

A woman is considered to be a good wife if she is submissive to her husband's will regardless of whether he respects her or not and if she only takes on the role of a care giver and nurtures the children.

Patriarchy and ownership of resources

Men are considered providers in the home and therefore given control of resources even when this may not be the case.

Most women do not own land which is a major factor of production. In most cases women have user rights on land, but no control over what is produced for personal consumption or to be sold as means of generating income. Since women do not have the same access to resources and opportunities as men, engaging in politics or running for public office or organizing an effective campaign is usually problematic. Consequently, as a sign of respect for customs and traditions most women accept that politics is best suited for men. Even when a woman

chooses to get involved in politics, her responsibilities at home are too demanding leaving very little free time to actively participate in politics without seriously compromising her position in the home.

2.6 Patriarchy, power and decision making

Under patriarchy, the activities of women and girls in the public arena are often restricted or limited and their role in actual decision making is minimal.

Men dominate politics and the decision-making processes and women's participation is often negotiated with the men. Those women who try to “break the rules” and actively engage in public politics are met with a lot of resistance and are often ridiculed by their families, friends and the community that adhere to the social norms.

Women find it difficult to change their economic and social welfare situation because their access to decision-making structures and the role that they play in the public arena where crucial decisions are often made is negligible.

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

MODULE 3: COMMUNICATION SKILLS

What is Communication?

For you to appreciate the importance of effective communication, it is necessary to understand the process of communication. The process of communication involves transferring information from one person called the sender to another called the receiver through a medium to enable the person receiving it to take necessary action. It is important for the receiver to listen carefully to get the complete and accurate message. This means that the message should be clear and precise.

3.1 Barriers to Effective Communication

Effective communication involves dialogue and sharing of ideas, feelings, opinions, facts, beliefs, hopes and knowledge. The two – way communication allows open discussion, questions, feedback, arguments, probing and generates a variety of ideas, views and promotes effective communication. However, effective communication sometimes fails because of different barriers.

3.2 Barriers to effective communication

If the message is not well understood by the receiver, it will not be passed on accurately. Long statements are at times ambiguous. It is important therefore to keep statements simple and concise. (Use the KISS principle – Keep it simple and short.)

Using a channel that is not appropriate for example sending a message on radio when the receiver does not use or own a radio will be a barrier and is therefore not helpful. Noise or an atmosphere that is not conducive may affect the concentration of a listener. One-way communication (or monologue) can be a barrier to communication as it does not provide space for listeners to give feedback. This kind of communication de-motivates the listeners. Using a language that is

not well understood by others blocks communication, and frustrates the listeners.

A speaker who is arrogant or gives irrelevant information makes the audience lose interest.

3.3 Communication Channels

The channel to use when we communicate depends on two main things – the type of audience and the topic for discussion. As a leader, you need to know the different channels of communication available and when to use them.

3.4 The main communication channels include the following

Face to face communication is the most common channel used in meetings, rallies, seminars and workshops. It allows listeners to ask questions, seek clarification and enrich discussions. Feedback is instant.

Electronic media (radio, television, telephone, email, and internet) and print media; (newsletters, newspapers, and brochures) can cater for literate groups.

Theatre for development (music, dance, drama, and poetry) can be very effective when communicating with rural communities.

TIPS

- * Whatever appropriate channel you choose:
- * Know the audience first.
- * Ensure the information you are communicating is relevant and accurate.
- * Have the right level of detail and avoid irrelevant issues.
- * Avoid unclear messages, interruptions, unnecessary jokes, anger, silence or making false statements.

3.5 The main communication channels include the following:

a. Listening skills

To be a good communicator, you must be a good listener. Listening skills will enable you to capture what is being communicated so that you can respond appropriately. Listening helps you get feedback on your speech, or presentation. It is crucial for a leader to develop listening skills by:

- * Developing the desire to listen.
- * Respecting other people's views and accepting and appreciating what is being said.
- * Letting the other person do most of the talking.
- * Not interrupting someone while they are talking.
- * Showing interest in the topic of discussion, maintain eye contact.
- * Being open and ready to learn from others.
- * Having command of the language being used.
- * Being accommodative and ready to surrender ill-formed opinions and being able to control your emotions.
- * Being able to write key points the speaker is making and then planning what to say after the speaker has finished.
- * Being able to analyze the message being communicated to identify gaps, advantages and disadvantages, the pros and cons. This will make you a better decision maker and debater.

TIPS

- * Listen carefully when other people are talking. Avoid thinking about what you will say next when someone else is speaking.
- * Take notes to help you remember the main points.
- * Give responses systematically following the points /issues raised.
- * Control your emotions.

- * Respond calmly and with confidence.
- * Watch your body language. When speaking, the first source of information from your audiences is got from your body language. This constitutes your posture, gestures, facial expressions, eye contact and voice. A skilled listener must be able to understand body language signs and symbols, artifacts dressing: that has a powerful impact on the total communication process.

b) Public speaking skills

There are three important issues in public speaking; these are: – your message, your audience and yourself.

To speak and make an impact on your audience, you need to do the following:

- * Take time to plan and prepare your speech or presentation.
- * Write your speech or the main points you want to communicate and practice your speech before you present it.
- * Stand in front of a mirror and practice or ask a friend or a member of your family to listen to you. The person should give you feedback so that you know what to improve.
- * Know your audience – who are they and why you want to talk to them.
- * Prepare the message to suit the needs of the audience.
- * Keep your message short and simple. Use examples from real life situations and your experiences. This will enable the audience connect with you.
- * Take a deep breath before you start. This will help you to relax. Be audible and look confident.

- * Maintain eye contact with the audience. Do not concentrate on one section of the audience only while ignoring another.
- * Dress appropriately.
- * Avoid inappropriate body language.
- * Be ready to answer questions and avoid taking offence even when provoked.

c) Skills in asking questions

Asking good questions will enable you to get more information, explanations, seek clarification, make additions to what other people have said, answer queries, give points of information and make contributions during meetings. Note that Some questions provide more information while others give limited information.

Those that give more information start with

why, what, when and where. These are called open ended questions. Use more of these when you need information from your audience.

TIPS

- * Understand the issue/problem at hand.
- * Develop each question bearing in mind the type of answers you want.
- * Practice asking the questions. Get somebody to act as the chairperson/speaker and ask the questions.
- * Ask the person whether your questions make sense and the likely answers they will generate.
- * Questions starting with why, what, where, generate more information than those starting with how and who, therefore use such questions more often.

e) Assertiveness

Being assertive means you can express your feelings and your ideas even when people hurt you or disagree with you. As a leader it is important to speak up clearly and directly and express how you feel and how to say what is on your mind.

You do not have to agree with other people if you feel they are wrong, especially if they are putting some one down.

Do not be aggressive as you may end up blaming, humiliating, or criticizing other people. Some people will not want to hear what you have to say if you are aggressive.

TIPS

- * Raise your hand to draw the attention of the Chairperson or Speaker. Speak clearly and to the point, seek clarification.
- * Learn to control your emotions even when somebody is mean to you. Be principled and stand for what you believe. You have the right to be heard.
- * Use your best judgement to determine when and how to say what is on your mind. You do not have to agree with other people if you feel they are wrong, especially if they are putting some one down.
- * Do not be aggressive as you may end up blaming, humiliating, or criticizing other people. Other people will not want to hear what you have to say if you are aggressive.

MODULE 4: WOMEN IN POLITICS & POLITICAL PARTICIPATION

4.1 Understanding Political Participation

Participation means to be included, to take part in, to share, to contribute to or to involve oneself in some activity.

One is said to participate in politics if she/he does the following:

- * Campaigns to be elected to a political office as a Member of Parliament, a member of a Local Council, etc.
- * Articulates her/his views and those of her/his constituency in decision making processes.
- * Aims to serve in different capacities for example as a minister, a member or chairperson of a committee in the Local council or Parliament etc.
- * Sensitizes his/her community including women on different government programs such as Prosperity for All, Education for All, NAADS or Wealth Creation etc.
- * Follows up, monitors and evaluates government activities and programs as well as giving accountability to their constituency and to women.
- * Influences decisions especially those that protect or advance the rights and status of women.
- * Lobbies for more women in top leadership positions at different levels and in different political parties.
- * Mobilizes, sensitizes and consults the community and women about issues that concern their lives.

4.2 Factors Hindering Women's Participation in Politics.

There are many factors that hinder women's participation in politics. These may be social-cultural or economic etc.

Women lack fundraising skills to mobilize funds for campaigns from their political parties and different donors hence they lack resources to sponsor their campaigns.

4.3 Strengthening and sustaining Women's Leadership.

Many women are not able to identify allies and mobilize them for support. Hence many women with potential are lost in the crowd.

Most women lack the confidence to express themselves effectively to articulate critical issues.

Some women find difficulties deliberating in the English language and some speak vernacular especially at the Local Council level.

Many women working in public service and the private sector fear to stand for political office especially in Local Government.

Many women do not carry out enough research to collect appropriate information to enable them articulate issues.

Many women leaders do not have the confidence to stand up against those who oppose their ideas. For example, when men and fellow women shout them down, they are not able to defend their positions on the issues in question.

Many women have inadequate analytical and decision-making skills hence the inability to participate effectively in decision making processes.

Many women have not trained in gender analysis therefore they are not able to advocate for and support women's issues.

Some women leaders do not have a vision or goals and so they are not able to inspire others.

Many women have been in politics for a long time on affirmative action, yet very few have had the courage to stand on the direct ticket with

men. They therefore block opportunities for other women to rise up in leadership. Affirmative action seats should be the spring board for more women to access leadership.

For women to make more impact in politics, there is need for specific actions to help them build capacity, such as trainings in leadership and decision making.

4.4 Women as candidates

Since political institutions are largely dominated by men, they tend to reflect the interests of men. In order to mainstream gender issues into politics, it is important that women offer themselves as candidates not just for the seats reserved for women under affirmative action but also to contest for directly elected seats. The policy adopted in Uganda of reserving seats for women for all electable offices has brought more women into politics. However, this has resulted in having most women only running for the ‘Affirmative Action Seats’ and avoiding constituency seats where they have to directly compete with men. Consequently, the role of women in Parliament and in the local government structures has continued to be marginalized.

Who is a Political Candidate?

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

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

Women have a right to run and campaign for political office. All women who want to stand for elective office have the right to campaign. The right to campaign includes:

The right to campaign on an equal basis with their male counterparts;
The right for women to campaign around issues that are of particular concern to them throughout the electoral process;

The right of access to the media in order to put forward political views on an equal basis with their male counterparts; The right to seek, receive and impart information and to make an informed choice; The right to move freely within the country; The right to protection of the law and to seek help if their political rights have been violated;

Women have the right to run for political office and they should enjoy this right; To contest for all political offices right from presidential to Local Council 1 Chairperson.

4.5 The Rules Governing Candidates' Political Campaigns

Candidates must be able to move around the constituency and directly speak to all voters.

All candidates may hold individual campaign meetings in any part of Uganda in accordance with the existing laws on public campaigns.

The individual campaign meetings must follow a program of meetings submitted in advance by the candidate to the Electoral Commission returning officer.

The Returning Officer is supposed to announce and post a program of meetings where the candidates will present themselves and their political programs to the electorate, in the time that is equally allocated to each one of them.

The Electoral Commission may, after consultation with all candidates or their agents, organize one or more joint candidates' meetings for candidates who agree to participate.

In each parish the candidates' meetings are chaired by a person appointed for this purpose by the Returning Officer.

The candidates are allowed to address the meetings in the local language of the area.

The candidates are required to answer questions from the public at these meetings.

In accordance with the presidential and parliamentary elections Acts, all candidates should be given equal time and space in the state-owned media to present their programs to the public.

In accordance with the Electoral Commission Act and Guidelines for elections, candidates are required to avoid attacking other candidates. Any person who publishes a false statement about the character of a candidate with the intention of preventing or promoting the written, or in a song or spoken. The penalty for this offence is either a fine of not more than 960,000/= or imprisonment not exceeding two years or both.

Voter intimidation of any kind—whether direct or indirect, is prohibited by the law. Such intimidation includes threats to inflict physical or spiritual harm, use of force or violence intended to prevent or force a person to vote a certain way or for a candidate.

4.6 Opportunities available for Women in Politics

There are several levels of electable offices in Uganda, right from the local levels in the Local Government Structures to the national level, as a President or a Member of Parliament. Uganda has adopted the multiparty system of governance whereby women are free to join a party of their choice and to contest as candidates under the different political parties. The Constitution of the Republic of Uganda, 1995 establishes the Parliament which is the highest law-making body of government. Women can either be directly elected to parliament by secret ballot through Universal adult suffrage to represent a constituency or to represent Special Interest Groups including women, youth, people with disabilities, workers and the army. Each district in Uganda elects one-woman representative to parliament to descriptively represent women. In accordance with the Local Government Act of

1997, women can be elected on affirmative action and on directly elected seats with men.

4.7 Strategies to Promote Women's Political Participation

For women to make more impact in politics there is need for specific actions to help them build capacity. There is also need for strategies to help other women join politics.

Try to build skills to enhance your effectiveness as a leader. For example, you need problem solving skills to help you contribute to solving community problems.

4.8 Steps in problem solving:

- * Establish what the problem is and its scope.
- * Critically assess the main causes of the problem, the people affected, the effects and possible solutions.
- * Identify people/organizations /groups that can support you.
- * Make an action plan that spells out what exactly you are going to do to solve the problem.
- * Implement the action plan.

TIPS

- * In problem solving, it is important to examine the potential resistance you may face and take it into account in your action planning.
- * Ensure you call all the concerned or those affected by the problem-solving process to enable them ask questions about your decisions. This will give you the opportunity to create acceptance and build commitment.

MODULE 5: OFFICES AVAILABLE FOR WOMEN CANDIDATES

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

5.1 Functions of the President

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

5.2 Qualification to be a President

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

1. A citizen of Uganda
2. Not less than 35 years old and not more than 75 years old
3. Is qualified to be a member of parliament

5.3 Becoming a Presidential Candidate

1. Has completed prescribed nomination form from the Uganda Electoral Commission.
 2. Be proposed by any two (2) registered voters
 3. Be supported by one thousand voters from at least two thirds of the districts of Uganda.
 4. Deposit amount of money prescribed by the electoral commission.
- Member of Parliament (MP) The Parliament of the Republic of Uganda is the highest law-making body of governance that is established by the Constitution of Uganda, 1995.

5.4 Functions of Parliament

1. To pass laws for the good governance of Uganda.
2. To provide resources to facilitate the smooth functioning of government, by giving legislative sanctions, taxation and authorizing the acquisition of loans
3. To scrutinize Government policy and administration through:
4. Pre-legislative Scrutiny of bills referred to the Parliament Committees of Parliament;
5. Securitizing of the various objects of expenditure and the sums to be spent on each;
6. Assuring transparency and accountability in the application of public funds;
7. Addressing to a member of Government questions for reply on the floor of the House; and
8. Monitoring the implementation of Government programs and projects.

9. To debate matters of topical interest usually highlighted in the President's State of the Nation address.
10. To vet the appointment of persons nominated by the President under the Constitution or any other enactment.

5.5 Who are Members of Parliament

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

5.6 Qualifications for Members of Parliament

Any person can run for parliament as long as he or she:

1. Is a citizen of Uganda
2. Is a registered voter
3. Has completed a minimum formal education of Advanced level standards of its equivalent

5.7 When can't one be a Member of Parliament

A person cannot be an MP if he or she;

1. Is of unsound mind
2. Is involved in any way in the conduct of elections or works with the Electoral Commission
3. Is a traditional or cultural leader
4. Has been sentenced to death, or is under sentence of imprisonment for nine months or more without the option of a fine.

5.8 The Local Government Structure

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

5.9 Electable offices in the Local Government

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

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

5.10 Nomination of Candidates at the local Government level

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

1. Must be qualified to be elected as a member of parliament;
2. Is at least 30 years and not more than 75 years of age;
3. Is ordinarily a resident of that district or has written intention to become resident in the district or city within the coming six months;
4. Attaches to the nomination paper a list of names of 50 registered voters from at least two thirds of the electoral areas, with each person appending his or her name, signature, physical address and voter's registration number; and
5. A nomination fee of two hundred thousand (200,000) shillings payable in cash or bank draft.

5.11 Qualifications for one to be elected in the Local Government

Position	Qualifications
District Chairperson	Shall be a person qualified to be a Member of Parliament Must be at least 30 years and not more than 75 years of age Must be a person ordinarily resident in the district or has written Intention that he or she will become a resident of that area within the next six months

Position	Qualifications
Councilors	A person is qualified to be a Member of a District, City, Division or Municipal Council other than the Chairperson if that person is a citizen of Uganda and is registered voter.
A person shall not be elected a Local Government Councilor if that person	Is of unsound mind; Is acting or holding an office whose functions involve or are connected with conducting elections; Is a traditional or cultural leader; Is under sentence of death or imprisonment exceeding six months without option of a fine; or Is employed by the Local Government Council
Composition of a District Council	The District Chairperson One Councilor elected to represent an election area of the District Two Councilors one of whom shall be a female youth representing the youths in the District. Two Councilors with disabilities one of whom shall be female representing persons with disabilities Women Councilors forming a third of every Council and at least one of the offices of Secretaries shall be held by a female.

Position	Qualifications
The Executive Committee of the Lower Local Government Council shall include:	The Chairperson b. The Vice Chairperson c. Such number of Secretaries not exceeding five as the Council may determine. At least one of such Secretaries shall be female. d. The Chairperson shall assign one of the Secretaries to be responsible for health and children's welfare.
A Sub-County Council Shall Consist of:	A Chairperson elected by universal adult suffrage through secret ballot; b)One Councilor representing each Parish in the Sub-County; c) Two Youth Councilors representing the Youth in the Sub-County, one of whom shall be a female youth; d) Two Councilors with disabilities, one of whom shall be female, representing persons with disabilities in the Sub-County and; e) Women Councilors forming one third of the Council.

MODULE 6: UNDERSTANDING THE POLLING OR ELECTION PROCESS

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

6.1 What should be done before voting begins?

Before voting begins, the presiding officer is expected to:

Open the ballot box;

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

must be accessible by persons by persons with disabilities and the elderly people.

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

6.2 Campaign Strategy

- * Voters need to understand who you are what you stand for and why/how you are different than other opponents. Everything you do helps to define you as a candidate.
- * A prerequisite to having a message is making sure that you understand what issues are important to voters in your district and, most particularly what issues are important to the voters you wish to reach.
- * Once you understand the key issues facing the voters in your district, and what you have to offer voters, you must be able to persuasively answer one critical question: “Why should I vote for you? or put another way “how will my life and family’s life be different (be better) if you are elected?”
- * You should talk about specific, concrete ways to solve the challenges and problems faced by the voters in your district. Instead of a broad term for example “being for health care” you could say, as a parent, my children are important to me and I worry about making sure I protect them. I am running for office because I want to fight for policies that protect children. One of those policies is to establish a health clinic here in this neighborhood that is open extended hours or all night so that people don’t have to travel far if their children get sick.

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

6.3 Campaigning

Defining an Election Campaign

An election campaign is an organized series of events and publicity designed to achieve political office. Election campaigns aim at raising the profile of the candidate, neutralizing opposition candidates and educating the voters about the candidate's personal strengths. The right to campaign All women who want to stand for elective office have the right to campaign.

The right to campaign includes:

- * The right to campaign on an equal basis with their male counterparts;
- * The right of women to campaign around issues that are of particular concern to women
- * The right to security with respect to their lives and property during campaigns (and throughout the electoral process);
- * The right of access to the media in order to put forward political views on an equal basis with their male counterparts;
- * The right to seek, receive and impart information and to make an informed choice;
- * The right to move freely within the country in order to campaign for election;
- * The right to campaign on an equal basis with other political parties, including the party representing the existing government;

- * The right to protection of the law and to a remedy for violation of political rights, including those pertinent to participating in an election as a voter or candidate.

6.4 The purpose of campaigns:

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

6.5 The campaign environment

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

- * **The situational environment:** what is happening on the ground that you need to build on or change?
- * **The political environment:** the political issues of the day that may positively or negatively influence your candidature.
- * **Political Party environment:** What are the issues concerning your party that you need to enhance, diffuse or develop to support your candidature?
- * **Personal environment:** Are there any aspects of your life, background, education, track record, personality and achievements you can use or diffuse to support your candidature? Knowing the above helps you know and plan how to reach out to the electorate in order to get the votes you need to win.

6.6 The campaign plan:

Fail to Plan–Plan to Fail

Purpose of the Plan: The purpose of developing a campaign plan is to outline how you plan to get a 50% plus one majority on Election Day. Developing a campaign plan is crucial to your success. The plan is your road map to Election Day victory and if viewed as such will

help you plan it to the best of their ability because the aim is to win the election.

The campaign plan outlines each step in your campaign from the time you decide to run until the polls close on Election Day. Challenges always arise and campaign plans can be altered. What is important is to have a plan outlining what you will do to win, how and when you will implement the strategy, and finally, how much it will cost. The campaign plan says to potential large donors and important supporters that you are serious enough to spend possibly dozens or more hours on a written plan. They see not only that you want to win, but how you plan on winning. This could give them the faith in you they might not have had otherwise and cast a vote or give you money or preferably both.

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

6.7 Key elements of the plan

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

- a) Determining the issues and setting the objectives The importance of determining the campaign issues and setting the objectives cannot be overemphasized. The campaign strategy is to a large extent based on the key issues that are identified during the stage of developing the objectives of the campaign.
- b) Carrying out the research and data. The research and data collected helps to provide further information about the campaign issues. This is information that is used in developing the campaign messages and your manifesto.

- c) Identifying the target groups/opponents/ swing voters and allies: It is important to identify the target group for each issue. This will help you design and package the message appropriately. Campaigns are based on convincing the electorate to vote for you. It is important to know how many people are in your constituency and who your opponents and allies are. Your messages should be designed to address their different concerns. The campaign team should aim at strengthening their ties with their allies and winning over their opponents. However, the most energy should go to convincing the undecided electorate who are referred to as swing voters. Building the team: The campaign team carries your image. It is important that you identify a strong core team which is referred to as the task force equip them with skills and a code of conduct to represent you effectively. You should choose a few trusted people on your team who can tell you the truth about the campaign and you should meet with them regularly. The key to organising a successful election campaign is trust, mutual respect, openness, and integrity in the campaign team. Building the Team is addressed in more detail in the next segment. Party Structures: Political parties will have structures set up from the village to national levels. It is important that you work with these bodies to help you organise your campaign. You should take advantage of the human and other resources available to you as a party candidate. You should ensure that your team is in harmony and cooperates with the party structures.
- d) Developing the strategy and assigning team's roles. Your campaign strategy will evolve round the issues developed out of research carried out in your constituency. Your strategy should be to strengthen your candidature and to diffuse or neutralise any negative issues arising from your opponents' camp or from within the electorate themselves. You should plan together with your team and develop your objectives around the issues of concern.

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

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

It is important to note that the strategies and activities keep changing so the planning process will have to continue throughout the campaign period. Other issues to consider as you plan are:

- * Mapping of the key geographic areas needed to win.
- * Identification of key personalities to be visited. Do not forget traditional leaders and opinion leaders who have a lot of influence in communities. Consult them regularly.
- * Coordination of campaign agents to maximise numbers of people to make visits to voters.
- * Coordination of the media component to maximise coverage.

- * Maintenance of direction and control of travel within the constituency (this is an expensive component and therefore needs to be managed properly).
- * Maintenance of communication with all aspects of the campaign. Lack of communication retards progress and frustrates campaign agents. The candidate should have weekly de-briefing meetings where the team can get up-dates and compare notes.

Develop the message:

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

Develop the publicity and media strategy:

The media strategy will enable you reach a wider audience and make you more visible on the political scene. It is important to analyse which media is most effective and which one covers your electoral area. You should also endeavour to build rapport with the press and media agents from different media houses. (See Chapter on Message Development for more details).

h) Fundraising:

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

i) Launch campaign:

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

6.8 Announcing your Candidacy

The following are tips for announcing your candidacy:

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

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

Monitor and evaluate the campaign:

- * Monitoring and evaluating your campaign will help you follow up on how effective it is. The evaluation should take place throughout the election process. Monitoring enables your team to decide whether to modify the strategy or to strengthen particular aspects of it. What to monitor
- * Have you developed a clear campaign message? Does your campaign team understand your message?
- * Are your activities behind or ahead of schedule? How closely have you followed your campaign plan?
- * Do you know which voters you need to reach, how and by when?
- * Are you keeping track of voters you have already contacted?
- * How many strategic meetings have you attended/participated in that will put you in touch with voters and get your message out?

- * Have you been working closely with your political parties'/key political party officials when campaigning?
- * What work remains to be completed before Election Day?
- * Ensure the campaign is documented

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

6.8 Building The Campaign Team

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

Building a Winning (Campaign) Team

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

6.9 Understanding The Campaign

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

Equipping your team

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

Building Trust And Unity

- * You should build trust in the team by encouraging them to be people of integrity.
- * You should encourage accountability and transparency in all their work.
- * All the members of the team should value and respect each other.
- * It is important to develop a policy of open communication in the campaign team.
- * Your role as the leader should be to:
- * Inspire a shared vision
- * Focus on achieving the task, building the team and show concern about the individual in the team.
- * Model the way

- * Challenge the process
- * Enable others to act
- * Encourage the heart

Key Team Members

The following is a list of key team members you need to put in place to help you run your race.

Some of the team members may play multiple roles; the key issue is to have a team in place.

Campaign Manager

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

Finance Manager

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

campaign, plan fundraising events and follow up on pledges made to you, when you are unable to do so yourself.

Press/Publicity Secretary

The Press Secretary is in charge of your Media Campaign. The Press Secretary will help you build your message and find strategic ways to get your message to the voters using various means and various media. The Press Secretary will also sometimes serve as your spokesperson as well as overseeing the campaign's research. If the Press Secretary is not in charge of research, you need to ensure that there is someone responsible for research. The Press Secretary also helps you prepare for debates and other public appearances. The Press Secretary is also responsible for the production of the campaign materials and their distribution and for compiling a list of all the media personnel and their mobile telephone numbers. If you have an office or operate from your home, the Press Secretary should answer all telephone calls and keep a record of all your speeches, press releases, video recordings, newspaper articles (on and by you).

Scheduler

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

Fundraising

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

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

1. Most people do not want to contribute financially to political candidates
2. Asking people for political contributions is begging

People who have already given will be annoyed if you ask them again Having made the decision to run for office and having approached key individuals in the community for pledges of support, the candidates and campaign staff should begin the fund-raising process with the following steps: –

Determine how much money you need to win:

1. The first step is the development of a campaign budget. The budget is the result of putting price tags on your campaign activity; don't forget that fundraising itself is a campaign activity and the costs of fundraising must be a part of the campaign budget. You need to design a plan to raise what you need. Knowing how much money will be needed is as important as knowing how much will be needed to implement your plan. By combining the budget with a timeline, assigning cost figures to the activities as they are to take place, you can develop a cash flow chart which will provide fund-raising deadlines and spending guidelines.
2. Outline what percentage of the money will be raised by each type of fund-raising activity. Include a description of your Finance Committee and how it will operate.
3. Recruit a Finance Chairperson: The Finance Chairman/Chair-lady should be well-known and respected in the community. It is helpful if you have had experience in raising funds either in politics or

other community activities. You want a person with numerous contacts, who can recruit others to raise money for the campaign.

4. Form a Finance Committee: Committee members also should be individuals known and respected in the community. Try to find people from different parts of your district, as well as representatives of various constituency groups, occupations and affiliations. Peer pressure is the key to successful fund raising. Committee members should be those who can themselves commit significant amounts of money to the campaign. It should be easier for them to solicit contributions from others if they can say they have given substantially themselves.
5. Do your research: The strength which makes you electable also makes you appealing to potential contributors. In developing a fundraising plan, you will target your audience just as you target the audience for your campaign messages.

Ask yourself: –

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

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

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

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

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

Points to remember:

1. People will not give if they are not asked, so be sure to ask continuously.
2. Design a detailed plan for raising the money you need—share this information with your confidants.
3. Remember that money is raised best through peer pressure—get friends to ask on your behalf.

4. The more personal the request, the better the return—don't be afraid to ask.
5. Fund-raising requires proper sales tools—practice a small speech that will be your pitch.
6. Remember you are asking people to make an investment—be able to tell givers what they will receive in exchange for their contribution or what the money will be used for.
7. Ask for specific amounts – target who will give and ask them to give a certain amount based on their ability to give.
8. Your best donors are those who have already given—once you have received a contribution be sure to ask again.
9. Spend smart—All campaigns have limited resources. There is no money to waste. Money should not be spent on impulse. You should always ask yourself, “Was this item budgeted?” It means to spend smart is to stay on track. As much as possible, you should stick to your funding strategy. That in itself shows good financial management skills, one of the requisite skills for a leader.
10. Always say thank you. An unappreciated donor is one that won't give you any money. Make it your practice to always send a [handwritten] thank you note within 24 hours of a contribution. Always. No exceptions. Lack of appreciation is one of the primary reasons donors do not give.

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

6.10 Budgeting

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

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

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

6.11 Knowing The Votes One Needs to Win

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

6.12 Identifying and Targeting Voters

The first step in preparing a voter contact plan is calculating the number of votes you need to win. In a tight race, this number equals to 50 percent plus one. You need to select similar elections from your area the recent past and consider what factors influenced people to turn out to vote. By using recent elections, you can gain a broad overview of past voter behavior and help you determine general voter turnout as well as the number of votes you need to win. Unless the area you are running in is very small, it is often impossible for you to reach every voter and thus you must prioritize whom you will reach

and by what means. You should give voters who, based on previous elections are the most likely to vote and whom you determine are the most likely to vote for you, the highest priority. You should target the voters both geographically and demographically, i.e. based on where they stay and based on demographic factors such as income, age, ideology, profession, education and gender.

6.13 Make Contact Over and Over Again

Once you have determined which voters it will target, you need to focus your voter contact activities on those targeted groups of voters.

You should endeavor to go door-to-door in areas where large numbers of targeted voters live.

You should not waste precious resources trying to contact everyone in your area. If you have extra volunteers or money, then you can try and contact voters that are not in your targeted groups.

But first and foremost, you should establish what number of votes you will need to win, target various groups of voters that equal (or exceed) that number, and contact them over and over again with your message.

6.14 Maintain Control

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

6.15 Establishing Relationships with the Voters

Voters can be reached in a number of ways. You and your volunteers can go door to door, you can call voters, reach them through the media, through attending certain events, or through campaign rallies. You should also think of other creative ways to reach your voters by knowing where they congregate: is it at church, at the hair saloon, at the local primary or secondary school, the well, at the market? Where ever the voter is to be found, the best method is face to face contact – and preferably in people's homes. This will mean that you need to have an adequate pool of volunteers to help you with this method of canvassing for votes.

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

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

You are to make sure to track of your progress. You should create a data base of your voters and follow up on undecided voters with persuasive communication. When speaking to voters the candidate should follow the guidelines below:

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

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

- * What is leadership?
- * What is transformational leadership and what this involves? A style of leadership where the leader engages others in such a way that both leader and followers are influenced to rise to a higher level of achievement and morality.
- * To have successful idealized influences involves—setting a world view that excites and attracts potential follower
- * Charting the way involves recognizing that the process is people orientated and depends on them
- * Critical assumptions in charting the way are people follow a person who involves and inspires them
- * Inspirational Motivation involves the leaders articulate the vision
- * Intellectual Stimulation involves Challenging the status quo
- * Success Factors for transformational leadership—transformational leaders seek to influence the mind of the followers and the culture of the leadership space (Parliament, Local Councils, Political Parties, etc)
- * Transformational leadership entails H High moral and ethical values on the part of the leaders Showing genuine interest in the led H Having an inspirational vision

Mutual trust between leaders and the led Participatory decisions making as a rule H Innovative thinking and action H Motivation based on right H Leaders being mentors “Critical Question to reflect on: As you stand for elected office, what kind of leader do you aim to be? What legacy do you want to leave? Will you conform or transform your people and the leadership space you enter?”

Rules Governing Polling Station

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

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

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

- a. Open the ballot box
- b. Empty all the contents carefully unto a polling table or a plastic sheet of paper
- c. Arrange and unfold the ballot papers into piles
- d. Sort the ballot papers per candidate in full view of the voters present
- e. Put aside invalid ballots.
- f. Count all votes immediately, including invalid and spoilt ballots in full view of those present.
- g. Fill in the forms for transmission of election res
- h. Fill in the forms for transmission of election results to the returning officer.

6.16 Signing Declaration Of Results Form

The presiding officer will record and enter the number of valid votes received by each candidate at the polling station against his or her name on a Declaration of Result Form. All votes cast for each candidate at that polling station shall be recorded in both figures and words and countersigned by the polling agents before the declaration of the results. Each presiding officer shall fill in and sign the necessary number of Declaration of Results forms and all agents must endorse four copies of the declaration forms or give reasons in case they refuse to.

The four copies include:

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

What to expect after the Elections?

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

MODULE 7: WOMEN AND ICT

Across the world, women are using information and communication technologies (ICTs) to organize and support rights agendas, campaigns, tell their own stories and challenge emerging issues in regard to access, women's voices and violence. ICTs can be used for social, political and economic participation. Women can access political, social economic including education and health information that can change their lives. In Africa, women writers and organizers are using the internet, radio, art and other ICTs to make sure women's voices are heard and challenging how they are represented. African women are writing about sexuality, women members of parliament use social media to promote their political agendas, rural women access market prices via mobile phones, students find journals online and save themselves money. We know that much of our activism and organizing happens and always will happen in person and "offline". Linking to the tools of the online world, however, creates powerful ways to make visible our campaigns in new and wider spaces and to engage expanded networks of people.

7.1 Why Election is going scientific

The advent of Covid19 has impacted negatively on our social and health norms. To help prevent the spread of the virus and ensure the safety and wellbeing of Ugandans all over the country

while providing an engaging platform for democratic process.

7.2 Characteristics of Effective Digital Strategies

- * They promote Social Distancing
- * They are efficient communication tactics
- * They are focused at specific target audiences

- * They are far reaching and impactful • They are multi-step, phased and strategic
- * They are audience engaging
- * They are inclusive for everyone
- * Some are digital in nature and can be shared across various online platforms

7.3 Step I: Personal Website Development Concept

Rationale: A personal website is your online address. It helps you to influence people and add value to voters by sharing your knowledge, stories and information all available in one place.

Execution: Professionally designed interactive website. With photos, video links, strategy summary, manifesto, personal profile, credentials, links to all your social media platforms and online content.

Step II: Digital Profile Development

Concept Rationale: Digital platforms are communication platforms and a profile is YOUR identity, can define who you are, and what stand for.

Execution: Professional multiple themed photoshoot, strategy summary development, digital profile development for:

- * Facebook
- * Twitter
- * YouTube
- * Instagram
- * WhatsApp
- * LinkedIn

Step III: Content Generation:

“Who Am I, What Have I Done, My Promise & Who Supports You?

Concept Rationale: What have you done? For your people, cause, or for your country? Your credentials are your track record which voters will use to evaluate your capability.

Execution: Achievements, community involvement, leadership values, political and social impact, and previous terms in office.

Step iv: Personalized Micro Audio Messages

- * **Concept Rationale:** Short messages in the “candidate’s own voice” communicating about an issue are very impactful, small in size and can be shared on a wide array of media.
- * **Execution:** Professionally produced digital micro messages which highlight personal values, your manifesto, credentials and endorsements. The messages can be easily shared and played on WhatsApp, Radio, Scientific Road Show Trucks, and Television.
- * **Concept Rationale:** With access to specific information about voter, location, demographics and contact details it is possible to communicate DIRECTLY with Constituents.
- * **Execution:** A well scripted message from the candidate is recorded and digitally broadcast to the electorate.

Step v: Broadcast “Robocalls”

Concept Rationale: There is a need to engage with a broad spectrum of stakeholders in a “scientific” community engagement where your manifesto is shared, a select cross section of representative voters are engaged, and Q&A sessions are held.

Execution: Professionally produced digital rally (platform, branded backdrop, screens, micro PA system, & cameras) in a controlled venue with <20 people from different stakeholder groups (women, men, elders, business, etc.). All attendees must wear masks, sanitize before entry, and seating will promote social distancing. The rally can be relayed live “online”, recorded edited and shared on all digital platforms...

Step VI: Video Scientific Rallies/ “Community Engagement Platforms”

- * Working with the Media
- * Understand Media Landscape
- * Rapport Creation & Channel Creation
- * Continuous Engagement
- * Content Generation: Videos, Audio, Photos, & Press
- * Releases

7.3 Tips for Media Interview

- * Turn off other phones, cell phones and anything else that could create background noise including air conditioners and the radio, etc.
- * Have a glass of water nearby; there’s nothing worse than dry mouth on a radio/TV
- * interview.
- * Be on time. Call the station exactly at the time they tell you or are expected.
- * Be self-assured. Remember, you know your topic inside and out. Be confident in your
- * ability.
- * Smile, smile, smile, whether on radio or TV SMILE. You’ll feel better, and for TV you’ll look better too.
- * Put some pizzazz and energy into your voice. Try standing while you speak to liven
- * things up a little.
- * Research the show and tailor your message accordingly. Just Google the host’s name
- * and station and check out their website. Is it a national audience or a local audience?

- * What is their format? Is it News/Talk, music or a blend or something else? You need to know.
- * KNOW exactly how much time you will have on the air as a guest, three minutes or 30 minute so you can tailor your answers to the time allotted.
- * Practice your sound bites out loud before the interview.
- * Communicate your main points succinctly. Practice this out loud.
- * Be informative and entertaining without being boring. Make the audience want more.
- * A kind word about the host can go a long way. It's good manners and good business.
- * A person's name is sweet music to them so commit to memory or jot down the name of the host and use it throughout the interview. When taking calls, use the names of callers too.
- * Be prepared for negative comments, from the host or listeners.
- * Be careful not to slide into political complexity, jargon or acronyms that few know about.
- * Never talk down to your audience. Be respectful of the host because everybody starts someplace. Today they're interviewing you from a rural radio station; in a few years they could be a nationally syndicated host.
- * Don't oversell, but place emphasis on areas of concern. Remember you are on the air to provide useful information to the listening audience. Think of a radio interview as an intimate conversation with a friend and not a conversation with thousands.
- * Radio interviews require verbal answers, not head nodding or uh-huhs. Hand gestures however are more important for TV and person to person interviews.
- * Radio will often use interviews live and later cut them up for use throughout the day giving you more airplay. So keep your answer to a 10 to 20 second sound bite. You can say a lot in that

amount of time and then you don't sound like you are babbling on. Don't go on more than a minute without taking a break. Don't just answer questions. Tell listeners something you want them to know, something they wouldn't know unless they were tuned in, with the promise of more of the same when they buy the product or come see you!

- * Have three key messages. Short, not sermons. Sometimes the host opens the door, other times you have to answer a question and segue to a key message. A compelling message will have the host asking for more. Usually, people can get in two key messages; the pros can get three. But even if you get in only one, you get a big return on the time invested.
- * Maintain a Positive Attitude. BE GENUINE OR TRANSPARENT. Don't fake enthusiasm or sincerity. If you're in a bad mood cancel the interview. Don't pretend to know stuff you don't.
- * After the interview write a thank-you note or send an appreciation letter on behalf of your campaign. Since so few people do this, you'll really stand out from the crowd. And most importantly, you may get invited back.
- * Whether the interview is live or taped-live, if you stumble, or flub up just keep going.
- * Often what you perceived as a mistake, the listeners won't even notice.
- * Ask ahead of time if the interview will be at a link on their website. If not ask them if they would be kind enough to email you a Mp3 of your interview that you can promote on your website, Facebook page etc. Be sure to listen to it later and critique your performance.

MODULE 8: HANDLING ELECTION COMPLAINTS

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

8.1 Complaints during polling or casting of the vote

- * A political party agent or any voter present at polling station may raise and present in writing complaints relating to the voting at the polling station.
- * A presiding officer should not refuse to receive a complaint presented to him or her and is required to initial every such presentation and annex it as part of the official record of the polling station.
- * Upon receiving a written complaint, the presiding officer is required to deliberate upon it and resolve the matter with the help of polling Assistants. Complaints during the counting of votes
- * A candidate or a candidate's agent or any voter present may raise any objection during the counting of the votes.
- * The Presiding officer should keep a record, in the report book, of every objection made by any candidate or a candidate's agent or any voter present to any ballot paper found in the ballot box; and decide every question out of the objection.
- * An objection recorded during the counting of votes must be numbered and a corresponding number placed on the back of the ballot paper to which it relates, and the ballot paper must be

initiated by the Presiding Officer. This process shall be witnessed by the Polling assistants and the agents of the different candidates.

- * The decision of the Presiding officer in respect to an objection raised is final. This decision can only be reversed if court orders a recount of the votes following an election petition.

8.2 Handling of election petitions in Court

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

8.3 Grounds for nullifying an election by court

Election results will be nullified if a court establishes that:

- * There was non-compliance with election laws or the failure to conduct the election in accordance with the principles laid down in the law. The complainant must show that the non-compliance or failure to comply with the law affected the result of the election in a substantial manner;
- * A person other than the one declared as a winner won the election; or
- * An illegal practice or any other offence was committed in connection with the election by the candidate or with his or her knowledge and consent or approval; or
- * The candidate was at the time of election not qualified to contest; or
- * The candidate was disqualified for election or the election was conducted following the same election procedures as provided for in Uganda's electoral laws

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

- * While accepting the win, acknowledge your opponent. They too have worked hard and long on the campaign trail.

- * Thank your voters, campaign team and those that gave you money.
- * Keep connected to your electorate. Voters often feel used and discarded by politicians. So be different by keeping in touch.
- * Develop a plan of how you will fulfil your election promises. Remember you are a woman of your word.

8.5 What to do if you lose:

- * Evaluate why you have lost and learn from it. As the old adage goes “when you lose, don’t lose the lesson”
- * Remember to thank those who voted for you. It’s their loss too and they feel just as bad so remember them, encourage them.
- * Develop avenues to keep connected to your supporters
- * Develop strategies to win over those that did not support you. Endeavour to enlarge your support base.
- * Remain active in politics, whether in your political party or in your independent capacity.
- * Remain active in politics, whether in your political party or in your independent capacity.
- * Monitor how women’s issues are being addressed both nationally and in your locality. You can still use your voice to champion women’ rights and to demand greater accountability for women.
- * Keep connected to the press. Do things that will get you coverage and that will boost your visibility.
- * Graciously accept defeat and congratulate your opponent.
- * Evaluate any skills you lacked and get training/better yourself for the next round.
- * Thank your campaign team and your donors
- * Mentor another woman into politics
- * Document your journey, others need to learn from your story
- * Never give up!

CONCLUSION

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

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