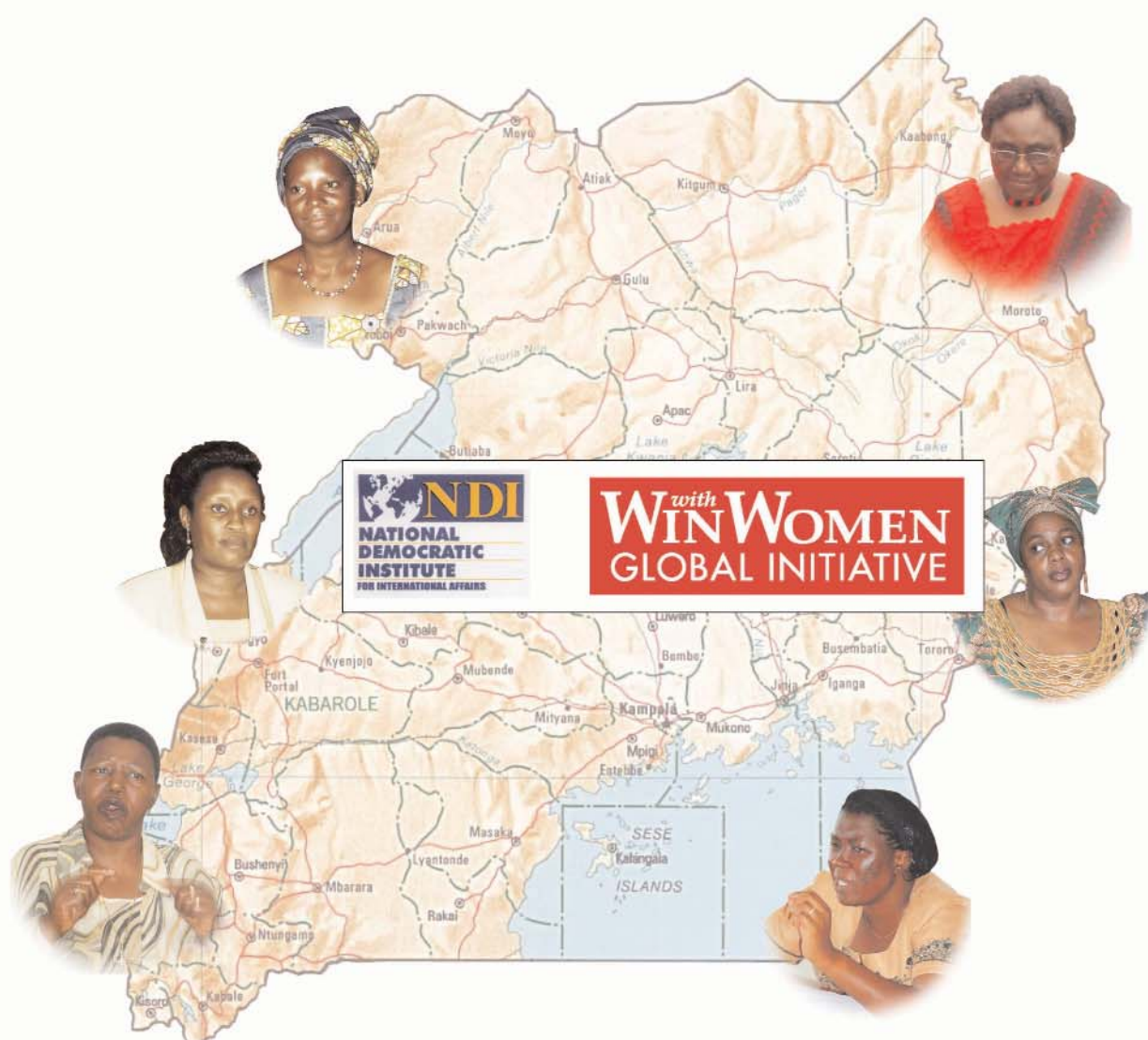


CANDIDATE TRAINING MANUAL FOR WOMEN



An NDI Training Guide for Civil Society Organizations
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NATIONAL DEMOCRATIC INSTITUTE FOR INTERNATIONAL AFFAIRS

The National Democratic Institute for International Affairs (NDI) is a nonprofit organization working to strengthen and expand democracy worldwide. Calling on a global network of volunteer experts, NDI provides practical assistance to civic and political leaders advancing democratic values, practices and institutions. NDI works with democrats in every region of the world to build political and civic organizations, safeguard elections, and promote citizen participation, openness and accountability in government.

Democracy depends on legislatures that represent citizens and oversee the executive, independent judiciaries that safeguard the rule of law, political parties that are open and accountable, and elections in which voters freely choose their representatives in government. Acting as a catalyst for democratic development, NDI bolsters the institutions and processes that allow democracy to flourish.

BUILD POLITICAL AND CIVIC ORGANIZATIONS:

NDI helps build the stable, broad-based and well-organized institutions that form the foundation of a strong civic culture. Democracy depends on these mediating institutions—the voice of an informed citizenry, which link citizens to their government and to one another by providing avenues for participation in public policy.

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NDI promotes open and democratic elections. Political parties and governments have asked NDI to study electoral codes and to recommend improvements. The Institute also provides technical assistance for political parties and civic

groups to conduct voter education campaigns and to organize election monitoring programs. NDI is a world leader in election monitoring, having organized international delegations to monitor elections in dozens of countries, helping to ensure that polling results reflect the will of the people.

PROMOTE OPENNESS AND ACCOUNTABILITY:

NDI responds to requests from leaders of government, parliament, political parties and civic groups seeking advice on matters from legislative procedures to constituent service to the balance of civil-military relations in a democracy. NDI works to build legislatures and local governments that are professional, accountable, open and responsive to their citizens.

International cooperation is key to promoting democracy effectively and efficiently. It also conveys a deeper message to new and emerging democracies that while autocracies are inherently isolated and fearful of the outside world, democracies can count on international allies and an active support system. Headquartered in Washington D.C., with field offices in every region of the world, NDI complements the skills of its staff by enlisting volunteer experts from around the world, many of whom are veterans of democratic struggles in their own countries and share valuable perspectives on democratic development.

ACKNOWLEDGEMENTS

The National Democratic Institute for International Affairs (NDI) would like to express sincere thanks to all the individuals involved in completing this campaign training manual. Recognizing that supporting the participation of women in politics is key to the establishment of a sustainable democracy, NDI has undertaken a program in Uganda to train potential women candidates to run for office in the lead-up to the 2006 elections. While this manual is one of the components of that program, it is hoped that the usefulness of the manual will extend to beyond 2006.

This manual represents the culmination of several other pieces of work that Ugandan women's organizations, activists, politicians and NDI have compiled over the years. NDI would like thank Hon. Cecilia Ogwal, Hon. Betty Amongin, Hon. Salaamu Musumba, Hon. Mary Karoro Okurut, Hon. Beatrice Kiraso, and Hon. Miria Matembe for taking the time to share their stories and lessons learned with the writers of the manual. Each of these women has made a positive contribution towards expanding the participation of women in Ugandan politics and can serve as role models for future women politicians. Additionally, NDI would like to thank Commissioner Jenny Okello for her contribution to the manual as well as to the training sessions.

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WHY THE MANUAL

When Uganda's parliamentary quota for women was introduced in 1995, men traditionally identified women to fill the seats. This practice has continued for the last decade with a predominantly male electoral college appointing women to fill mandatory seats. However, recent proposals made by the Constitutional Review Commission (CRC) include the move toward universal suffrage for the women's seats, as well as the conversion to proportional representation electoral system, which could also affect the number of women in parliament.

While these recommendations will be addressed in the coming months when Parliament debates and adopts constitutional amendments, it will be important to encourage women to prepare to compete in elections, particularly if the traditionally appointed, set aside seats are replaced with directly elected seats. The 2006 elections provide women with an opportunity to gain increased representation in parliament, should they be prepared with qualified and trained candidates who are supported by the political parties.

In an effort to support the political participation of women in Uganda, the National Democratic Institute for International Affairs (NDI) will conduct a training program for women candidates through collaboration with women's civil society organizations.

The participation of women in politics and government is essential to building sustainable democracy. In order to sustain their participation, women need to be equipped with the necessary skills to help them win. The purpose of this manual is to do just that: help women win through candidate training. The training materials are primarily aimed at trainers whose target audiences are women who intend to or are thinking about running for elected office from the local to the national level. The materials provide a framework for training and some critical background information. The materials are intended to help potential women candidates run a race that will help them win by providing information on how to run for office.

NDI is pleased that you will be part of this momentous task as a trainer of women candidates. Through the

impartation of the requisite knowledge and skills, women can and will win.

Every trainer knows that the key to successful training is preparation, preparation preparation. This section of the manual is intended to help the trainer adequately prepare for the training session by providing notes on how to conduct a successful training session. The training manual does not necessarily provide a how-to for each and every topic but rather provides the necessary background information and materials so that the trainer can be creative while conducting their own sessions, and also enabling the trainer to adapt the session to his or her participants as well as his or her own unique style.

PREPARING FOR TRAINING

Establishing an environment conducive to learning is a critical aspect of starting a training session off on the right foot. You can ensure that participants walk in to a relaxed atmosphere and an environment that is welcoming and ready. The room says you took the time to get ready for them. Remember to create time to greet the participants and welcome them to a great training session.

KNOW WHEN, WHERE, WHAT, WHO:

Just about every trainer has encountered at least one training nightmare. Some of these situations could be prevented by additional preparation. These questions may help you obtain the right information, but it will do you little good if you don't write the answers down.

- **When:** When is the training? Day? Date? Time? Also, do you have enough time to prepare? Is the amount of allotted time for the amount of content adequate?
- **Where:** Where is the session? Is it easy to travel to the location? How do you get there? What's the address? Telephone number? Will you need to make travel arrangements? Is public transportation available? How do you get materials to the site?

- **What:** What kind of training is being expected? What resources are required? What kinds of facilities are available? What will you need?
- **Who:** Who is the key planner? Who are the participants? How many? What's their background? Why were you chosen to deliver the training? Who is the contact person at the training site? How do you reach that person on-site and off?

ROOM ARRANGEMENTS

Your room may have significant impact on your training session. Arrange the room to support the learning objectives and the amount of participation you will desire.

Typically you will not have the opportunity to select a room. However, if you do, consider the attributes that will create the best learning environment for your participants.

- **Size:** Arrange for a room to accommodate the number of participants. Remember that a room that is too large can be as bad as one that may be too small.
- **Training requirements:** If the training session entails many small group activities, determine if there is enough space in the room. If not, arrange for additional breakout rooms to accommodate your needs.
- **Accessible:** Ensure that the room is accessible to all, including those who have limited mobility.
- **Location:** If participants need to travel (either by foot or vehicle) to the session, the location should not pose a hardship, for example, walking in rain, or parking difficulty.
- **Convenience:** Readily accessible restrooms, telephones, snacks, lunch accommodations, etc help ensure that participants return on time following breaks or lunch.
- **Distractions:** Select a room that is free of distractions and noise. Thin walls with a sales convention next door may not create the environment you're trying to establish for learning.
- **Obstructions:** Select a room that is free of structures such as posts or pillars that may obstruct participants' views.
- **Seating:** Select a location that provides comfortable, moveable chairs. Seating arrangements should further enhance the learning environment you wish to establish. Determine what's most important for the learner.
- **Furniture:** In addition to decisions about the seating arrangements and the kind of tables you prefer, you will want a table in front of the room for your supplies and equipment. Don't allow too much space between the table from which you will present and the front participant row. Reducing the amount of space between you and the learners increases the effect level in the room. It closes the distance between you and the trainees both physically and emotionally. The participants feel better about you, themselves, and the training session.
- **Lighting:** Lighting should be adequate. Dimly lit ballroom ambiance will not promote energy in a training session. Is the lighting bright enough? Is it natural lighting? If the room has windows, which direction are they facing? Can windows be darkened, if necessary? A morning sun coming up behind your projection screen will blind the participants and wash out the image on the screen. Know where light switches are located so that you can brighten or darken the room as needed.

- **Workable walls:** Most trainers hang flipchart pages on the walls: the session objectives, small group work, and so on. Is wall space available or do windows surround the room? Does art cover the walls or are they open? Usually the front of the training room should be opposite the entrance to avoid distractions when participants come and go. Is that possible in the room you're considering?
- **Microphone:** If you have a large room or a large group or the room has poor acoustics or you have a tiny voice, you may need a microphone. Check the room to ensure it is wired for a microphone.

THE TRAINING PROCESS

INTRODUCTIONS

Introductions at the beginning of the training are a must. This not only 'breaks the ice' but also sets the tempo for the training. The trainer should think of creative ways in which participants introduce themselves.

PARTICIPANT'S EXPECTATIONS

The expectations of the participants have to be shared and recorded before the commencement of the training. This enables the trainer to be aware of the needs of the participants and to meet them if necessary. Participants could be asked to record their expectations on VIPP cards and stick them up on the wall so that they can be re-visited at the end of the training and be part of the evaluation of the training.

PROVIDE INFORMATION

Some of the material will be new because some of the participants will be first time contenders for elective office. You will thus be expected to provide the information they need to help them run for office. The section below provides some training methods and techniques that you can use as you relay the information to the participants.

RE-ENFORCE WITH EXERCISES

As much as possible and as often as possible, give the participants exercises to perform to practice and re-enforce what was learned. This is a skills training program and the only way you can evaluate whether or not the participants have picked up the skills is by giving them exercises. Exercises also get the participants more involved in the material, which helps keep their interest.

REVIEW INFORMATION

After each exercise it is important to review the information or skill that was being passed on in order to clarify meaning and answer any lingering questions participants may have concerning a certain skill.

VERIFY KNOWLEDGE

In a formal education setting, students are usually given a test to verify what they have learned and to measure the success of the instruction. Most often, testing comes after several lessons. If the student passes the test, it is assumed he or she sufficiently knows the material or has competence in the subject.

In the case of skills training, you can use various feedback processes such as re-caps at the end of each day or the beginning of the next day or before moving onto a new topic. The other way to verify knowledge may be through using quizzes, making them as fun as possible in order to maximize learning. You can also incorporate a reflection time at the end of each day where participants' can write down in precise terms, what they have learnt and how they are going to apply it.

TRAINING TECHNIQUES AND METHODS

There are various training methods and techniques, each with their own advantages and limitations. As a trainer you need to choose the appropriate methods for training depending on the type of participants in terms of levels of education, their level of familiarity with each other, the size

of the group and the time needed to use a particular method. The thing to remember is that at all times training needs to be varied in order to keep participants motivated.

Below is a summary of some of the major training methods used, when to use them and how to use them:

METHOD: ICEBREAKERS, WARM-UPS, AND INCLUSION ACTIVITIES

When to Use:

At the beginning of the training, for purposes that may include one or more of the following:

- Encouraging involvement and active participation
- Getting the group acquainted
- Facilitating networking
- Stimulating thought about concerns and expectations
- Setting the tone for interaction
- Building team work and cooperation

How to use:

- Make them fun
- Relate them to the topic, purpose, and/or expectations of the training or meeting
- Use an activity that works for the agenda and available time

In choosing the activity to use, consider:

- Size of the group
- How well group members know each other
- Length of the activity
- Relationship between warm-up and the training purpose and agenda.

Limitations:

- Large group size will impact the selection of the activity
- If ice breaker is not related to the activity, may seem like a poor use of time

METHOD: BRAINSTORMING

When to Use:

- To generate many alternative solutions to a problem
- To come up with new uses for things or design new products
- When participants represent many different backgrounds
- When you want to create equity within a group (break through traditional, established roles)
- To encourage all group members to speak
- To obtain the best and fullest intelligence and creativity from a combined group

How to Use:

- Establish rules: one idea per person, be wild and creative, no interruptions, no evaluation of others' comments, individuals may pass
- State a problem or open-ended question to focus participants' ideas
- Record all ideas on flip chart paper
- When brainstorm is complete, have group help to merge items and narrow to a manageable few
- Use voting to narrow and prioritize ideas
- Move to action planning once the top 2 or 3 ideas have been identified

METHOD: CASE STUDIES

When to Use:

- When doing skills training
- When hands-on, practical application exercise is desired
- To focus the participants on the recipients of service (e.g., students)
- To build team cohesiveness

How to Use:

- Make sure adequate information is included for participants to work with
- Allow time for participants to read and reflect on cases
- Works well with any size group; divide large crowds into smaller groups of 7 to 8

- Facilitation is helpful, but not required
- Effective with interdisciplinary group

Limitations:

- Can be frustrating if not enough time provided to adequately problem solve

How to Overcome Limitations:

- Provide adequate time to problem solve

METHOD: PANELS AND FORUMS**When to Use:**

- To illustrate a variety of views on an issue and/or the interrelationship of the facets of an issue or subject
- To bring more points of view to an issue

How to Use:

- Prior to the panel, give each speaker an overview of the panel, and their role in it
- Give each speaker an advance list of questions to cover
- Prior to the panel, explain to the learners who the speakers are, why they were invited to participate, and the expected learning outcomes
- Following the panel, summarize the highlights
- Have learners apply panel viewpoints to applied projects
- Remember, it is still the instructor who must assure the desired learning takes place

Limitations:

- Difficult to control content of discussions

How to Overcome Limitations:

- Present questions ahead of time
- Meet with panel before the scheduled event

METHOD: LECTURE**When to Use:**

- To provide a great deal of information quickly.

- It is impossible to divide a large group into smaller groups

How to Use:

- Try to involve the audience
- In the beginning, explain when questions will be answered
- Ask the audience to share experiences
- Use visual aids including charts, diagrams, pictorials coupled with preparatory comments and explanations (Limit words in visual aids.)
- Provide copies of all overhead transparencies
- Use large font of at least 18 point on overhead transparencies
- Use instant attention-getters to illustrate a point
- Provide examples related to group's experiences to illustrate concepts
- Provide notes of key points with space for writing
- Use in combination with other approaches
- Use catchy words and phrases
- Humor and jokes should relate to the topic
- Pause for effect

Limitations:

- Least effective for retaining and applying information
- Easy to lose audience attention

How to overcome limitations:

- Use in combination with other training methods that involve more active participation

METHOD: SMALL GROUP WORK SESSIONS**When to Use:**

- When discussion is important and each person needs to be heard
- When there is a task to accomplish or a problem to solve

How to Use:

- Establish the norm of equity by doing a warm-up in which each person speaks

- Best group size is 5-9
- Discussion should be facilitated
- Record on large sheets of paper and put on wall
- Brainstorming is a great way to get a lot of ideas out quickly (see Brainstorming approach)
- "Round Robin" is a way to make sure everyone is heard if they so desire

Limitations:

- Some people may choose not to speak

How to Overcome Limitations:

- Facilitator should keep the agenda moving, be sensitive to pacing

METHOD: FACILITATING GROUP WORK

When to Use:

- When there is a task to be done
- To make the group's work efficient

How to Use:

- Establish and publicize group guidelines
- Use with any size group, but optimal size is 5-9 members
- Facilitator should be neutral, with no personal investment in the content of the work

- Establish group objectives and outcome
- Create an open, trusting, safe, productive climate to enhance the group's efficiency
- Understand and monitor group dynamics (e.g., group roles, communication patterns, participation, conflict management, etc.)
- Try to start with an opening activity that creates a "norm equity state," or equalizes group members for the business at hand. Such an activity involves each person speaking in turn, possibly answering the same question about the content of the task, or their participation in the group
- Respect the group members
- Monitor individual contributions to avoid certain group members dominating the discussion
- Frequently summarize the group's work

Limitations:

- Use of unskilled facilitators can be a detriment to productivity

How to Overcome Limitations:

- Use skilled facilitators
- Use co-facilitating to develop skills

SUMMARY OF TRAINING TECHNIQUES

METHOD	WHAT IT IS	WHEN TO USE IT
Lecture	One person conveys information to a group of learners by talking to them, with or without visual aids. There is no participation by the learners and little feedback to the lecturer.	In large groups where discussion is not practical. When an expert is relaying new information to learners who have no relevant personal experience.
Informal Talk	Similar to a lecture, except involving feedback and participation by the learners. Less formal.	In groups where there is ample time for questions and feedback. Where material being presented is not entirely outside the experiences of the learners.
Demonstration	A person or team of persons show learners how they would carry out a task by actually performing the task while explaining it. Usually followed up by practicing the task.	Especially helpful for teaching a skill. Need to have a small instructor to learner ratio.

SUMMARY OF TRAINING TECHNIQUES

METHOD	WHAT IT IS	WHEN TO USE IT
Discussion	A planned conversation (exchange of ideas or viewpoints) on a selected topic, guided by a trained discussion leader.	Where the ideas and experiences of the group will help them discover the point they are learning. There needs to be an experienced leader to keep things on track.
Case Study	A realistic situation or a series of actual events is presented to the learners, either orally or by a handout, for their analysis.	Where real-life situations get the point across most effectively. Where multiple points of view will help learners to better understand the concepts.
Role-Playing	Leaders or learners act out roles presented in a particular situation. Participants must supply their own dialog within the context of the role and the situation.	Where high learner participation is desired, and when the subject involves person to person communication.
Simulations	A more complex form of role-playing and case study. Used to recreate the environment in which participants would normally carry out a job and the situations that might arise.	For disaster, rescue, first aid, or other crisis management situation training. Any time an elaborate role-play can best teach the subject matter.
Brainstorming	Group members suggest possible solutions to a problem in rapid-fire order, either orally or on cards to be posted. All ideas are considered; criticism and editorializing are not allowed.	When the things to be learned involve pulling together the ideas of the whole group. For program planning.
Buzz Groups	A way to promote the quick exchange of ideas on a single topic in a short period of time. Ideas are presented back to the larger group for discussion.	When the group is too large for general discussion or brainstorming. When the experiences of the learners can lead them to discover solutions for themselves.
Question and Answer Session	An opportunity for an expert to impart specific knowledge about a topic in direct response to the desires of the group of learners.	Near the end of a training session. When an expert is available--one whose knowledge is either superior or whose authority makes his/her answers correct.
Learning Centers	A series of stations/tables/corners, each accommodating a small group, all teaching related parts of the same general topic	When desiring to teach a lot of information in a short period of time. When a group is too large to teach effectively through other methods above.

EVALUATION OF TRAINING WORKSHOPS

For purposes of determining the strengths and weaknesses/shortcomings of a training workshop it is important that the participants evaluate the training in writing during the workshop and in writing and orally at the end. Evaluations during the training enable the trainer to make necessary adjustments. Value-adding feedback should be used to improve the content and organization of any subsequent training.

Evaluation is used:

- To determine how an activity is proceeding (process check) and to make any needed midstream modifications
- At the end of an activity to determine quality of the activity and participants satisfaction
- To find out what difference an activity made in behavior, programs or practices

The different ways to conduct an evaluation include:

- Individual and/or group questions
- Oral questions and/or written surveys
- Verbal wrap-up sessions at the end of a meeting or training
- During an activity
- At the end of an activity
- Several months after an activity
- Use ready-made forms or create your own forms based on your specific content and evaluation needs
- Interview small groups of participants in focus groups

TIPS FOR TRAINERS

Following these four rules of thumb will help you strengthen the quality of your training and keep the respect and attention of your participants.

BE PREPARED:

Always be prepared. By preparing materials ahead of time, checking and double checking your venue, speakers and participants invitations, you can make sure that the training activities go smoothly. Organize material and practice lessons BEFORE the training.

PRACTICE WHAT YOU PREACH:

The principles of good training are the same as the principles of good campaigning. By demonstrating the strong public speaking and organizational techniques during your training, you are modelling important lessons for candidates. Follow the rules that you are teaching: make eye contact with participants, be cordial, be a good listener, speak clearly and know participants' names.

DEMONSTRATE GOOD TIME MANAGEMENT SKILLS:

Demonstrate that you understand the value of the participants' time. In addition to being potential candidates, your participants are elected officials, teachers, mothers, farmers, business owners, community workers, etc. Their time is limited and valuable, so is yours. Arrive on time and encourage participants to arrive on time. Take breaks when appropriate and end breaks in a timely fashion. Run training democratically and consult participants on the best time to take breaks.

KEEP PARTICIPANTS MOTIVATED:

Enthusiastic trainers breed enthusiastic participants. If you are not motivated, your participants won't be either. Outline the day's activities for participants. Keep training sessions active. Don't lecture your participants. Engage participants in leading workshop activities. Keep one or two participants from dominating discussions, encourage quieter participants to play a role in discussions.

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THE OBJECTIVES OF THIS SESSION

- To celebrate the participants' decision to stand for office by tracing women's participation in and contribution to politics and decision making in Uganda
- To create awareness about the legal and human rights basis for women's participation in politics so that they understand that the participants' have every right to run for office.
- To prepare the participants for some of the hurdles they will likely face because they are women seeking elective office and to encourage them to begin thinking how they will address the hurdles.

WOMEN'S LANDMARKS IN UGANDA'S POLITICAL HISTORY

THE COLONIAL PERIOD

During the colonial period a few Ugandan women were involved in political decision-making at the national level. The first African woman to enter the colonial legislative council was Pumla Kisosonkole. She, together with a British woman, was among the fifty-one members who discussed important policies and legislation in preparation for Uganda's independence from Britain. Joyce Masembe (Mpanga), Sarah Nyendwoha (Ntiro), Frances Akello, and Ezeza Makumbi followed Pumla Kisosonkole in politics in the legislative council elections that took place in October 1958. However, these women were nominated and not elected to the legislative council because at that time it was virtually impossible for women to be elected to this legislative body. One woman stood for the legislative council elections in 1958 but she lost the election.

At the local level, in 1957 eight women contested for seats in the Buganda Lukiiko (Parliament). Unfortunately, some chiefs de-campaigned all the women and they failed to be elected. However, one of these women managed to get elected on the Kampala City Council municipal board.

In the build-up to Uganda's independence from Britain and in the elections that occurred before independence,

women did not feature in the pre-colonial political party structures even though they were given the right to vote and had the freedom to participate in political decision-making. There were several reasons for this the most prominent at the time being the level of education attainment by women. This was attributed to the gender-based marginalization of women to higher education in the 1950s.

1962 TO 1986

In the post- independence parliament, from 1962 to 1971, only two women were nominated, out of the total ninety-two nominated and elected representatives. Until 1979 there were no women members of the executive (cabinet). In 1979, the first woman was appointed as a minister and one woman was elected to the National Consultative Council (NCC) that was set up after the end of the Amin era of dictatorship.

In the 1980 general elections, five women stood for elections to parliament - three women stood as members of the Uganda Patriotic Movement (UPM) political party and two as members of Uganda People's Congress (UPC). The Democratic Party (DP) had no females contesting the parliamentary elections. Of the five women who stood for parliamentary elections only one successfully won and became the only female Member of Parliament among the one hundred and forty-four male MPs. This lady was subsequently appointed Deputy Minister of Health.

With the coming of the National Resistance Movement (NRM) in 1986 positive steps were taken to include women in politics at the national level. This was done through the constitution making process that introduced and legalized affirmative action.

1986 TO DATE

In the 1989 National Resistance Council elections, the NRM Government brought significant improvement to women's political participation. Thirty-four seats were reserved for women; two women won their seats in open contests against male candidates, three women were nominated by the president and two were historical members, appointed because of their participation in the guerrilla

war led by the National Resistance Army. By 1996, 52 women held parliamentary seats, 39 of them reserved. These women constituted 19 percent of the members of Parliament. In 1995 also, women constituted 17 percent of all ministers, 21 percent of all Permanent Secretaries, 35 percent of all Under Secretaries, and 16 percent of all District Administrators. Women were also represented on National Commissions such as the Constitutional Commission, the Electoral Commission and the Human Rights Commission as well as on parastatal boards.

The following table shows the increase of the number of women in Uganda's national assembly since the days of the National Resistance Council.

	AA	OS	Y	PWD	W	N/ExO	Other
NRC (1986)	39	2	4	-	-	3	2
CA (1994)	39	8	-	-	1	2	-
6th Parliament (1995)	39	8	-	2	-	1	1
7th Parliament (2001)	56	13	2	2	1	1	-

- Key: AA = Affirmative Action, OS = Open Seat, Y = Youth, PWD = Persons With Disability, W = Workers, N/ExO = Nominated/Ex Officio, Other = Army

In 1997 the parliament passed the Local Government Act that further extended the representation of women in the local councils. The Act provides that women must constitute at least one third of councilors at each level of government that is village, parish, sub-county and district level.

THE LEGAL AND HUMAN RIGHTS BASIS FOR WOMEN'S PARTICIPATION IN POLITICS

THE 1995 CONSTITUTION

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

- Article 21(1): All persons are equal before and under the law in all spheres of political, economic, social and cultural life and in every other respect and shall enjoy equal protection of the law.
- Article 32 (1): Notwithstanding anything in this Constitution, the State shall take affirmative action in favour of groups marginalized on the basis of gender...for the purpose of redressing any imbalance which exists against them.
- Article 33 (4): Women have the same right to equal treatment with men and that right shall include equal opportunities in political ... activities.
- Article 78(1)(b): Parliament shall consist of one woman representative for every district
- Article 180(2)(b): One third of the membership of each local government council shall be reserved for women.

THE CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN (CEDAW)

At the international level, the United Nations has developed certain human rights standards which are codified in various forms including conventions, treaties, etc. One of the major women's rights instruments at the international level is the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). CEDAW spells out the range of political, social and economic rights that women are entitled to and also describes how governments can go about ensuring that women access these rights. Uganda is a state party to CEDAW which means 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 stipulates that:

“State Parties shall take all appropriate measures to eliminate discrimination against women in the political and public life of the country and in particular shall ensure to women, on equal terms with men, the right to be eligible for election at all public elected bodies and to participate in the formulation of government policy and the implementation thereof and to hold public office and perform all public functions at all levels of government.”

THE BEIJING PLATFORM OF ACTION

The Platform for Action is an agenda for women's empowerment. It aims at removing all the obstacles to women's active participation in all spheres of public and private life through a full and equal share in economic, social, cultural and political decision-making. As an agenda for action, the Platform seeks to promote and protect the full enjoyment of all human rights and the fundamental freedoms of all women throughout their life cycle.

One of the strategic objectives of the Beijing Platform for Action provides that governments shall take action to ensure women's access to and full participation in power structures and decision making.

Actions to be taken by governments to fulfill the above objective are:

- Commit themselves to establishing the goal of

gender balance in governmental bodies and committees, as well as in public administrative entities, and in the judiciary, including, inter alia, setting specific targets and implementing measures to substantially increase the number of women with a view to achieving equal representation of women and men, if necessary through positive action, in all governmental and public administration positions;

- Take measures, including, where appropriate, in electoral systems that encourage political parties to integrate women in elective and non-elective public positions in the same proportion and at the same levels as men;
- Protect and promote the equal rights of women and men to engage in political activities and to freedom of association, including membership in political parties and trade unions;
- Review the differential impact of electoral systems on the political representation of women in elected bodies and consider, where appropriate, the adjustment or reform of those systems;
- Monitor and evaluate progress in the representation of women through the regular collection, analysis and dissemination of quantitative and qualitative data on women and men at all levels in various decision making positions in the public and private sectors, and disseminate data on the number of women and men employed at various levels in governments on a yearly basis;
- Ensure that women and men have equal access to the full range of public appointments and set up mechanisms within governmental structures for monitoring progress in this field;
- Support non-governmental organizations and research institutes that conduct studies on

- women's participation in and impact on decision-making and the decision-making environment;
- Encourage greater involvement of indigenous women in decision-making at all levels;
 - Encourage and, where appropriate, ensure that government-funded organizations adopt non-discriminatory policies and practices in order to increase the number and raise the position of women in their organizations;
 - Recognize that shared work and parental responsibilities between women and men promote women's increased participation in public life, and take appropriate measures to achieve this, including measures to reconcile family and professional life;
 - Aim at gender balance in the lists of national candidates nominated for election or appointment to United Nations bodies, specialized agencies and other autonomous organizations of the United Nations system, particularly for posts at the senior level.

One other strategic objective of the Beijing Platform related to women's participation in politics is increasing women's capacity to participate in decision-making and leadership.

Actions to be taken by governments, national bodies, the private sector, political parties, trade unions, employers' organizations, sub-regional and regional bodies, non-governmental and international organizations and educational institutions include:

- Provide leadership and self-esteem training to assist women and girls, particularly those with special needs, women with disabilities and women belonging to racial and ethnic minorities to strengthen their self-esteem and to encourage them to take decision-making positions;

- Have transparent criteria for decision-making positions and ensure that the selecting bodies have a gender-balanced composition;
- Create a system of mentoring for inexperienced women and, in particular, offer training, including training in leadership and decision-making, public speaking and self-assertion, as well as in political campaigning;
- Provide gender-sensitive training for women and men to promote non-discriminatory working relationships and respect for diversity in work and management styles;
- Develop mechanisms and training to encourage women to participate in the electoral process, political activities and other leadership areas.

THE HURDLES WOMEN STILL FACE WHEN RUNNING FOR POLITICAL OFFICE

The hurdles that women face both when running for office and while in office are many and varied. The list below is by no means exhaustive and in fact the trainer can start this topic by asking the participants' for their own views as to the hurdles women face.

Some of the most commonly documented hurdles women face include:

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

used against them when running for office. The fact of a woman being single, married, separated, divorced or widowed is often a matter of debate and/or concern to the public. The tribal ticket is also played against women especially if she has married outside her tribe or is standing in an area that is not her tribe.

- Women's gender roles play a significant part in determining whether or not they run for political office. Women still shoulder a lot of the family chores and other related responsibilities and are required to nurture the children alone in most cases. Taking on an additional political role becomes almost impossible given these roles.
- Lack of support from spouses: Women will often refrain from running for political office if their spouses are not in agreement. At the same time, it is not always easy to get the support of their spouses, and some men actually threaten their wives with separation or divorce in order to stop them from standing. Other husbands limit the space within which their wives can run, e.g. only allowing their wives to run for women council elections and not any other seats at local government or national level.
- Women face financial constraints in running for office. Very few women have money of their own. In a culture where property is perceived to belong to men, women are hard pressed to ask for permission to use or borrow family money or assets for their political campaigns.

One participant in an Action For Development (ACFODE) study had this to say,

“Women have no say on any finances in their homes. I had to borrow money from friends for my campaigns because my husband was totally against selling any property in the home saying I was going to waste money” (Female adult, FGD, Lira Municipality)

-Women in Political Leadership: Challenges and Opportunities, ACFODE, 2003

- Low levels of educational attainment also impact women's ability to stand for elective office especially at Local Government VI and national level. Coupled with education is women's public speaking skills which many say they lack.

THE IMPORTANCE OF HAVING WOMEN IN POLITICAL LEADERSHIP

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

- Women in politics and decision-making have generally been identified as 'clean' leaders and closer to the grassroots people than their male counterparts.
- The tremendous increase in the number of women aspiring for parliamentary positions as well as entering the national assembly is attributed to having women in politics. In 1996 the total number of women running for parliamentary seats was 135 and in 2001, 203 women ran in the parliamentary elections.
- By joining politics, women are able to address and resolve some of the problems associated with their oppression in a larger context of nationalism. Women's participation in political struggle and leadership enhances their national identity, equality and dignity.
- Women's involvement in leadership constitutes an effective strategy for their empowerment. In the process, they acquire a sense of competence, self-confidence and opportunity for self-determination.

Women's leadership influences the distribution of resources and decision-making affecting their lives, their families and their communities.

- Women's participation in politics generally improves legitimization of women's rights in legislation and policy, e.g. the 1995 Constitution, the 1997 Local Government Act, with its subsequent Amendment in 2001, the 1998 Land Act with its subsequent Amendment in 2003, the 1993 decentralization policy, the 1997 UPE program, etc.
- Women's participation also deconstructs the public domain as male space. Through the increased number of women in politics, societal attitudes towards women's presence in the political arena are changing.
- The increased number of women in politics has had spill over effects such as creating awareness about women's capabilities.
- The increased number of women in politics has greatly increased their skills and self-confidence and built their capacity as legislators and leaders. This increased capacity is reflected in the number of women who are currently chairs or vice chairs of the different parliamentary committees.

CASE STUDY ON RUNNING FOR POLITICAL OFFICE - AS TOLD BY HON. CECILIA OGWAL (MP, LIRA MUNICIPALITY)



You have been in leadership for some-time now, how did you enter politics, was it easy for you to decide to join?

Personally deciding to run for office was not a big problem. My first time was in 1980 when I was contesting for Member of Parliament. But of course, it was something I had to take with extra courage. I had to convince my family and that is very important. If your family is not supportive, then there can be problems. There is a problem that people here think that when a woman says that she wants to join politics, then she wants to tower above her husband.

I was aware of this and in taking my decision had to make sure that my family did not feel like that. I had to make sure that they were very supportive. This is important in taking a decision to run for office. If the family is supportive and understanding then the decision should be easy. In my case, it was easy and in the end it was not a problem at all.

However, not all families are supportive of a woman's decision to run for office. If a family is not supportive, then the woman has to take a decision.

Do you go for your family or do you go for the politics? However, in the end patience pays and the families support you. You have to convince them, if they do not accept the first time, they will do so the second time, as long as you convince them that that is what you want.

There are many other things to consider when women decide to run for elective offices. You are looked at as irresponsible, as if you are going to abandon your family once elected. The community does not look at it as natural for

you to into a leadership and then be a mother. All these have to be looked at when one is making the decision to stand.

You mentioned you first ran for office 1980. The election was under a multiparty system, how did you ensure your party chose to stand instead of a man? How did you sell yourself?

You have to show that you are capable, that your party will win if they choose you. It is of course easier when you have been involved in the party issues, than when you are somebody new, seeking support for the first time. But again, there is a process, which these parties have to go through to arrive at the candidates. One person does not make the choice. So that is the chance even the new people can use.

You have to stand on your own feet and show that you can provide qualitative leadership. With parties, what people forget by the way is that the party wants to win and they will front a candidate who will win them a seat. If you demonstrate that you can win, they will support you.

Once you are in the race how do you win voters over?

You have to put in a lot of effort in your campaigns. People will have this negative thinking about you and say all sorts of things. People will start for example calling you a Malaya (prostitute) and all sorts of other names but you have to continue working hard.

You have also to address issues that are affecting the people. If you feel that the problem is for example that there are no health centers, you have to tell people how you are going to address it if elected. And there is a difference between addressing people's problems and promising what you cannot give.

If they want a health center, how do you address it? Are you going to tell them that you will build it? They will look at you and tell that you cannot, and mistrust starts there and then. But you can for example say that once you are elected, you will push government to make sure that they construct one. The person who says that he will build it and you who says you will tell government to do some-

thing about it have addressed the problem but who will win over the voters? Not the one telling lies that he will build it. Even the rural people can know when a politician is just telling lies.

What other tips would you give to aspiring women to win over the voters?

They must have the determination to be a politician. Politics is not an area for those who are not persistent. If you are not determined, any setback can kill your dreams. It is the same for candidates. Even us who are there, it is the same. I have been in politics for over 25 years, but I still have to be determined even when I have some setbacks.

Then they should not depend on what people want them to be, but what they want to be. People will come to you telling you to do this and do that. But you must know what you want to be and go with that.

You must have a vision of what you want to do. This word is now famous. You cannot enter into elective politics without a vision. You have to focus on your goal, what you want to achieve. In my case, when I refused to join this government and campaigned for parties from the beginning, people thought I was crazy. When I was opposing the monolithic type of government, people were telling me it would be the end of my politics, that I would not win any elections. Now, not even one has come to thank me because the system I was campaigning for has now been adopted.

You must also stand on your feet. You should not be discouraged by failures. It is part of leadership. Nobody succeeds in all they want. There is always a winner and a loser, and when you lose, you should appreciate it because it is part of the game. You just have to stay in the game and maybe you can also win the next time.

What hurdles do women face when they decide to run for office?

Any woman who decides to stand has to be ready to face the challenges starting from her home. Society up to now still prefers men in positions of leadership compared to women. This happens more in politics and elective

offices. There is this view that your family members will not be comfortable with the decision to run for political office, or even be active in politics. If it is man, then they look at it as if there is no problem.

Then the issue of money is another big hurdle. Mind you in most cases, money used for political campaigns is usually from family resources. But do not be surprised that men still think that when it comes to money issues in a family, then it is wastage when a woman wants to use some of it for campaigns. It is quite difficult for women to convince husbands to use the money even if it is hers. But the situation is changing and I think people are beginning to appreciate that women are also capable leaders.

Then there is the issue of strain on marriages for those who are already married. This one you have to work it out within the family.

The other problem is community prejudices. Things may be changing all over the world, but there are situations where women still suffer from all sorts of condemnation. It is still a very serious problem.

Overcoming the hurdles?

As I have told you before, you have to be determined and not give up. You should show your unique credentials. Stay competitive at all levels. Some people think men make women but that is not the case. Maybe let me also say that we should not fear to go for offices that are open to both women and men. We have made a habit of fighting for the district representation, yet if more of us could go for the open races we could have a chance. That is the area we have to take so that the numbers can increase.

NOTES

MAKING THE DECISION TO STAND

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OBJECTIVES OF THE SESSION

The objective of this session is to get the participants' to think about, understand and name their reasons for running for political office as a way to better prepare them to stay the course in the months ahead.

KEY QUESTIONS TO ASK BEFORE RUNNING FOR OFFICE

Making the decision to stand for political office is probably one of the most momentous decisions for women. Seeking public office can be an exciting and rewarding experience. Running for office is more than just a political decision; it is a deeply personal one. Before a candidate decides that she wants to run for office, she must be sure that she is personally ready for the gruelling and exhilarating months ahead.

The following sets of questions will help participants further reflect on their decision to run for office and the trainer should encourage the participants to answer these questions and share them in small groups of threes or fours:

THE BIG QUESTION IS: **WHY DO YOU WANT TO RUN FOR OFFICE?**

- a) Do you have a desire for or interest in public service?
- b) Do you have strong feelings on a number of key issues?
- c) Do you feel there is need for a change in leadership?
- d) Do you think you can do a better job than the incumbent?
- e) Can you answer the question of why you want to run for office in one sentence?

KEY FACTORS TO CONSIDER BEFORE RUNNING FOR OFFICE:

THE FOLLOWING ARE SOME KEY FACTORS TO CONSIDER:

- a) Do you have a strong sense of your own worth and do you believe in yourself?
- b) Can you ask friends, family and associates for money and other assistance?
- c) Can you withstand criticism and have your personal life closely scrutinized?
- d) How does your family feel about your running for office? Are they 101% behind you? What will happen to your job while you run? Can you put in the amount of time necessary to win?
- e) Can you face the thought of being defeated?
- f) Have you thought carefully about the amount of stress, expense, and exhaustion that are part of political campaigns?

To be a successful candidate, one must make sure that not only her resume, but also her personal life will stand up to the scrutiny of her opponents and voters. To ensure there are no surprises, candidates must conduct self-research (the process of uncovering all public information, documents and articles about the candidate) to prepare in case any of this information becomes an issue in the campaign. If one is to become a candidate, one must be prepared to answer questions about matters that may have little to do with one's ability to serve in elected office.

SELF EVALUATION QUESTIONS BEFORE RUNNING FOR OFFICE

TAKE A MOMENT TO EVALUATE YOURSELF:

- a) Do you like people?
- b) Are you friendly and likeable?
- c) Do you like meeting people?
- d) Do you speak well in public?
- e) Can you respond quickly and analyze a situation under pressure?

- f) Can you handle frustration?
- g) Are you in good health?

KEY QUESTIONS TO ASK ABOUT THE OFFICE YOU ARE RUNNING FOR:

- a) Is this an open seat or will you be challenging an incumbent? If you are challenging an incumbent, is he or she vulnerable? Why?
- b) Who are the likely opponents for the same seat?
- c) Do you have a natural base of voters or do you have to go out and win them?
- d) Where are the high voter turn outs in the district or area? Are you known there? Do you have potential of being known there?
- e) What is the political environment in the district and in the community? Do current events and political trends benefit you as a candidate?
- f) Where will you get the votes to win the election?

PREPARING TO RUN

One mistake most candidate's make during their first run for office is waiting too long to get started. No matter what level of office the candidate is running for or thinking of running for, it is never too soon to get started. Below are eight steps candidates can take to help them prepare to run for office:

1. PREPARE ONE'S SELF

Every candidate, even veterans of the political process, must take a personal inventory before each election to be sure that private and family issues are taken care of before the campaign starts. This includes making sure that the candidate does not have any financial, personal, or legal issues which may come up and hurt him or her during the campaign. The candidate should also make sure that she can make the time commitment and family commitment that running for and holding office entails.

2. TOUR THE DISTRICT

Candidates need to know their district or area they are

running in. While the candidate's "tour" of the district need not be a formal or announced effort, she should be sure to spend time in every corner of the district, learning about the businesses that affect the local economy, the issues that are important and the demographics of the area. Possible activities include spending a day in local businesses and factories, visiting schools and nursing homes, and stopping by local churches and events.

3. START RESEARCH

Running a successful campaign requires mounds of research, even in the smallest districts. The candidate should gather all the information she can, including past election data, map of the district and polling places, election regulations, voter lists, research on issues important for her race, and information about her possible opponents.

4. GO TO MEETINGS

One of the best ways to learn about issues and meet community activists at the same time is to go the meetings of every local group that the candidate can. This includes meetings for the party at local level, as well as community organizations, service groups, local council meetings, and anywhere that issues of importance are discussed and local leaders congregate.

5. MEET WITH LEADERS

Organization meetings aren't the only place to speak with local leaders. The candidate should take the time to visit with various leaders or speak with them on the phone. She should try to get together with political, business, community, and church leaders to not only lay the foundations for support in the future, but also to learn what issues are important to them and the people they represent.

6. MEET THE PRESS

Equally important to meeting local leaders is meeting the local press. Establishing a good rapport with local editors, producers and reporters will help the campaign garner earned media further down the road.

7. SCOUR THE NEWS

It is of utmost importance that the candidate stays up on current events, both in the world at large and in the local community. The candidate should set aside some time each day to read through the newspapers, watch local news reports and listen to radio news. If the media outlets are too many, the candidate can have volunteers who are tuned to the various media at various times and they should make note of the important issues the candidate needs to know about.

8. PRACTICE SPEAKING

The months before the campaign gets started are a great time for the candidate to polish her public speaking skills. The candidate should work with a family member or friend to perfect her delivery of prepared and impromptu speeches. If possible the candidate should consider videotaping herself for added analysis and practice.

It's never too early to start preparing a run for office. If one hasn't decided whether to run or not, taking these steps will help her make her decision. If one is committed to the campaign, getting a head start will make it easier to implement her campaign strategy and build momentum. In either case, the candidate should start preparing for her political campaign today.

Good campaigns start with good organization.

TOP SEVEN FIRST-TIME CANDIDATE MISTAKES

Running for office is challenging and many first time candidates find it hard to navigate the tricky waters of a political campaign. Below are the top seven mistakes they make and how to overcome them:

1. THE CANDIDATE AS CAMPAIGN MANAGER

Many, many first time candidates make the mistake of trying to be the campaign manager and the candidate at the same time. Don't - it's impossible.

The candidate's job is to get the votes and raise money. The campaign manager is responsible for strategy and day to day operations. Sure, the candidate should help formu-

late the broad strategy of the campaign, but she cannot play the candidate's role and try to manage the nitty-gritty of campaign strategy and operations at the same time. She should find someone she trusts to manage her campaign, and let the person do their job.

2. IT'S TOO EARLY TO START

It's never too early to start! Many first-time candidates are leery of starting their campaigns too early, and try to wait until only a few months before the election to begin campaigning in earnest. While there are some activities that the candidate won't want to start until close to the election, it is never too early to start campaigning, especially when challenging an incumbent.

3. THE PARTY WILL MAKE SURE I WIN

The candidate should not rely on the party to make sure she wins. Her success is in her own hands. If the party comes through with money or help, great...it's icing on the cake. However, she can't rely on receiving that help. The candidate should make sure that her campaign takes responsibility for its own success. Remember, if the candidate loses, she will be out of business, but the party will still have it's job. She should count on her own team to make sure she wins.

4. I DON'T NEED TOO MUCH MONEY TO RUN THIS RACE!

Most candidates, first-time or not, underestimate how much money it will take to win their election. The candidate should speak with veteran politicians in her area or a qualified person to see how much it will take to win, and always add a little extra to her fundraising goal "just in case."

5. MY OPPONENT WILL BE AN EASY TARGET

The candidate should not make the mistake of underestimating her opponent. If she is challenging an incumbent, then she can be sure that the incumbent will have higher name recognition than she, and will most likely outspend her during the campaign. If the candidate is vying for an open seat, she should not think that your opponent

will roll over and let her win. Even if it seems like the candidate is only facing “token” opposition, she should be sure to run the race as if her opponent is ahead in the polls - it's the only way to guarantee that she won't spend the day after Election Day saying “I wish we had tried harder.”

6. I DON'T NEED PROFESSIONAL HELP

Candidates often eschew professional political help for the advice of family and friends, even if those folks have no political experience. The candidate should not underestimate the value of political advice from a consultant.

7. THERE'S NO WAY I CAN WIN

While not as prevalent as “There is no way I can lose,” there are a good number of candidates who run every year thinking “There's no way I can win.” If one is going into a race feeling like the campaign is a lost cause, the person is going to lose. One's mindset becomes a self-fulfilling prophecy. The candidate should not run for office unless she is running to win. Sure, she should be realistic about how tough the campaign is going to be, but she should not run with the idea that she will probably lose - because if she does, she probably will.

GENERAL NOTE:

LESSONS OF ONE WOMAN ON RUNNING FOR OFFICE:

The following are a few tips one woman politician shared on lessons she had learnt while running for office:

Lesson #1: Know why you are running. You should be able to state your purpose in one simple sentence.

Lesson #2: What do you want to do? You must have a message and theme that binds the campaign together.

Lesson #3: Your message must be positive, optimistic and stated in simple terms. While you want to accentuate your positives and your

opponents' negatives, you cannot win on negativity alone.

Lesson #4: If you have bad news about yourself keep it quiet. If the news involves personal morals, reconsider running. If you are questioned about some issue in the past, respond truthfully and quickly. Don't let the issue fester.

Lesson #5: Repetition is good. Repeat your message over and over again. Also, stick to your message and remember KISS (Keep It Short and Simple)

Lesson #6: You must have empathy and identify with voters. You may be brilliant but if you cannot mingle with the common folk you cannot win.

Lesson #7: You as a candidate must create your own image. Do not let your opponent create your image. If people can't describe who you are early in your campaign, your opponent will quickly fill that void.

CASE STUDY ON MAKING THE DECISION TO STAND - AS TOLD BY HON. BETTY AMONGIN (WOMAN MP, APAC DISTRICT)



How and why did you come up with the idea to run for office?

I had an agenda. I had learned that the system in place was one that undermined the inherent rights of the people.

My agenda was to use my position in politics to fight for the inherent rights of the people to associate and assemble.

The second issue was gender. Throughout my work at the Pan African Movement (PAM) I had seen that the issue of women empowerment was still a lone movement and that it would be brought forward through legislation and policy.

So I personally set out to ensure that gender issues are brought to the forefront of the government programs in Uganda.

Thirdly was the question of war in my constituency. I wanted to remind those leaders in government to bring to the forefront of the national agenda the issue of conflict resolution, conflict management and conflict prevention and put pressure on the government to end the war in the north.

In running for office, the key thing is that you must have an agenda.

Had you been nursing the idea, or it was a quick decision to contest?

I had been nursing the idea because I had worked at the PAM for sometime - where I was in charge of gender issues. I had therefore traveled to many places and I had seen that my leadership capabilities were good enough to run for political office.

Then at Makerere University, I was a student leader. All

this participation in leadership convinced me of my capacity and capabilities. I had met MPs who were even less qualified than I was and I thought then why not me.

Politics has been a male dominated area for a long time, what hurdles did you encounter as you entered that area?

Because I stood on the ticket of woman MPs that was a bit easy because women were competing against each other. But still, people would look at you as somebody not capable of what they call duties done by men. If I were to stand against a man, it would still be more difficult.

The thinking is that women are less capable. All through the campaigns people would ask do you think you will manage? You are still young why don't you get married and raise a family? Why do you want to join these politics so early?

Men see entering politics as wanting to be above them. They will ask that if you enter politics, which man will marry you? It means that many men look at politics as their domain and that women who want to compete with them are spoilt, or are those who want to question or challenge the power of men. Those are some of the hurdles.

One serious one was associating the issue of marriage with politics. It is like when you are not married you are not yet a full woman. I was asked about the name I was using whether it was for my husband. The notion is that even when you are standing as a woman there should be a man attached to you for you to be a credible leader.

How did you go around these hurdles?

I had to explain that my race was about issues - their issues and those were the ones I wanted to articulate. I reasoned that if I had even better qualifications than the men around me, then I should be a better leader and MP. I had to explain this over and over again.

Secondly, I had to tell them that one's sex was not the determinant of a leader. In today's world, what is important is how you articulate the issues that concern people. People will not look at whether I am a woman or a man; they will want to look at how well I am articulating and representing the issues.

Any tips to new contestants?

- They have to have the vision. Once you set what you want to achieve, why you are running for that office, it will be easy for you to tell the people to choose you.
- Secondly, you have to know issues. In campaigns nowadays people are very informed. You must have clear issues that you articulate to the people, which will answer the questions and solve the problems people bring to you.
- Three, you have to know that you are entering the field and that society still questions the leadership of women, so you should be prepared to defend your capability as a woman. You will need to work three times as hard as a man, to be seen as half as capable as a man.
- Then be armed with facts, whatever you are talking about. Facts are important otherwise you will look as if you do not know what you are talking about.
- It is very important to know that you will meet obstacles and challenges in politics or even any position of leadership. It is very important that you do not look at those challenges as failures. They are just challenges, which can be overcome.
- Somewhere somehow people lose heart on the way before they get there. It is very important to know that you will have these challenges and obstacles. You should always go prepared to face them. When they come, you do not give up. You should move on and make sure that you continue to the end.

NOTES

SECURING PARTY SUPPORT FOR YOUR CANDIDACY

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In the July 28th Referendum on the political system Uganda should adopt, voters overwhelmingly decided that the country should return to multi party democracy. This in part means that parties are now free to canvass support nationwide and it also means that the next general elections of 2006 will be held under the multi party political system.

This has several implications for women among them:

- Political pluralism demands that all party faithfuls vote for party members, be they men or women to maximise the number of party political seats in Parliament.
- There is urgent need to build a cadre of women participating in key decision making positions, in all parties to provide support and advocate for the interests of aspiring women candidates within the parties.
- The implications of party candidature as opposed to individual merit on the electoral process:
 - i. The election primaries handled most probable under electoral collages.
 - ii. Party policy and agenda as opposed to fronting the individual aspirations and agenda.
 - iii. Parties now organising and funding the elections as opposed to individuals organising and funding their own elections.
 - iv. The other changes that will have an impact on women's participation in politics arise from the ongoing constitutional amendment process in which government has proposed:
- The introduction of voting by universal adult suffrage for District Women MPs
- The four- in- one voting as proposed in the Constitutional Amendment Bill. The elections of the President, Constituency MPs, the District Women MPs and the District Chairmen.

Thus as women join parties or already belong to parties,

it is important that they understand why they belong to a particular party, it is important that they know the key party documents such as the party constitution, the manifesto and other policy documents. It is also important that women know and understand the functions of the key party structures and how to access them both for support as well as for participation purposes. Last but not least, it is important that women know their party's agenda for women and how the party is implementing this agenda.

Remember: Section 10 (2) of the 2002 Political Parties and Organizations Act (PPOA) is of practical importance to women aspiring to participate in multi-party politics. It states:

“Every political party or organization shall elect such persons as may be determined by the members of the political party or organization as members of the executive committee of the political party or organization with due consideration to gender equity.”

Women have a right to be part and parcel of political parties and to shape and determine their agenda!

OBJECTIVES OF THE SESSION:

Because there are several parties in Uganda, it may be hard for the trainer to have a group of women that belong to only one party in any one training session.

Thus the main purpose of this session is to ensure that the women know their party systems, structures/power centres well in order to secure party support for their candidacy.

One way to help the women assess their knowledge of their political party is to have them answer the following questions.

The aim is to challenge them to find out what information they do not know about their parties to enable them be better party members.

They can answer the questions individually and then compare notes at the end.

HOW WELL DO YOU KNOW YOUR PARTY?

- Why are you a member of your party?
- What party values make you a member of the party?
- When was your party formed?
- Who are the key officials in your party?
- What is your party symbol and what does it represent?
- How was the party symbol developed?
- What is your party's program for the country? /Do you know your party's manifesto?

party and that you encourage other people to support the party too.

- Identify men in your political party who are supportive of your goals. Seek these men out and develop good working relationships with them.
- You have to be more active, more honest, more sincere and more hardworking than any male elected representative. Other men and women will find it easier to criticize women in politics. Therefore you have to work hard and prove yourself capable and win the trust of others.

HOW WELL DO YOU KNOW YOUR PARTY'S SYSTEMS AND STRUCTURES?

- Role and functions of the National Delegates Conference
- Party Committees: Composition and functions
- Role and mandate of the Women's Wing
- Party membership rules and regulations
- Party membership rights and responsibilities
- Party nomination procedures

- Don't engage in any activities that might be seen as dishonest in public.
- Go out of your way to show that you are a service oriented politician, not interested in serving yourself but others.
- Get involved in your political party's local, district or national women's organization. The members of your party's women's wing can provide you organized support when you need to pressure the party. This is also one place where you can gain leadership experience. Keep in mind that parties realize the value of women who are organized at election time.

TIPS FOR ADVANCING WITHIN THE POLITICAL PARTY:

Advancing within the political party requires that women work to play an active role in the political party. This could mean making it a point to meet and greet local leaders or volunteering to help out with party efforts. In addition to building these party relationships, it is critical that women candidates, representatives and activists work to let their party, the public and their constituents know what work they do.

- Meet and get to know your local and district party leaders. Make sure they know you and your name. Tell them what your political ambitions are. Make sure that they know you support the

- Encourage more women to become involved in your political party and help them gain seats on various committees. Work to build a movement. Involve lots of women.
- Let your party and your voters know what you are doing and what work you have accomplished in your community. This is important in order to demonstrate your accountability.
- If there is no local level women's organization for your political party, start one. Begin by

networking and meeting with the party leaders and officials within your area. This will get you recognition.

- Don't limit yourself to the activities of the women's organization within your political party; get involved in the main body of the party. Keep in mind that the real power lies within the party structure where the men occupy the party positions.

CASE STUDY ON SECURING PARTY SUPPORT FOR YOUR CANDIDACY - AS TOLD BY HON. SALAAMU MUSUMBA, (BUGABULA SOUTH MP)



How did you come up with an idea of contesting for elections? Was it a sudden one or you had been nursing the idea?

I joined politics in 1993. I would categorize my decision to join as sudden because I did not think it over so much. It came over because of my experience as a worker with the Red Cross. I was in a refugee camp in Koboko and there was an influx of Sudanese refugees. I saw so many powerful people who had been civil servants and politicians just reduced to mere statistics because of that economic instability. There were no classes in the camps. I could see respectable elders, civil servants reduced because the situation in Sudan had become very bad and unmanageable. It occurred to me that that is the situation that we should do all we can to avoid in Uganda.

That is how the decision occurred to me that I could join politics and contest for positions of leadership to try to stop such a situation.

We were so critical of this country's leadership but the

problem is that you can criticize from outside but you will not achieve much. So I felt personally that I should come in so that such a situation can be avoided. I felt that I should do that when I am part of the decision makers. That is how the decision occurred to me.

Did it become an issue of discussion with colleagues, family and friends after you made the choice?

Maybe you are talking of consultations, because that is important. Who do you consult after you make your decision? You do a network of consultations. You consult your family first, then your close friends, and all those who care about your being successful. The main reason is that looking for votes becomes very engaging, not only you but also those close to you. It has such a wide impact, they get involved directly, emotionally and everything that happens affects them. So you have to do basic consultations about that and weigh your chances, the costs because when you go to contest you expect to win or lose. You have to prepare for both. If you lose, as could happen if you are a first timer, you have to pick yourself up. It is a tiring exercise not only physically but also emotionally and financially.

Hurdles

The first disadvantage you face is that you are a woman. That was serious problem in my case when I joined, but it also is still a problem today. You start from negative and you move up. You have to work so many times harder than the male colleagues to gain the confidence of the public and your opponents. But on the good side, the times are changing. When I first did it in 1993, I first contested for CA I was breaking through the ice of people's mentality and attitudes.

How did you overcome?

So you have to build trust and build your capacity. Breaking through also requires a lot self-assessment. You have to assess yourself, where you are strong and where you are weak.

Then there is the issue of timing, which is very important. It is a big factor because you have to see whether

your timing to join politics and contest is the right one. How are your chances at that particular time?

Then of course your presentation. How do you present yourself and who are your promoters? Do they represent you ably in areas where you are not, because you cannot be in all areas at the same time?

Communication is also important. How do you communicate? I think I lost my first election because of poor communication. The level of communication varies also and the issue you are communicating about. You must learn how to communicate for good effect. You have to remember that each area has its own kind of communication. Are you in touch and connected with them, the way they communicate. It is important that you are because that would be necessary if you are to pass on the message very well.

You have to evaluate your chances by doing a SWOT analysis and you find ways on how to reduce your weaknesses and threats. You have to have some one to help you understand the people.

You also have to create a team that is trustworthy. You should be able to have a good team trusted by you and trusted by the people they will go out to.

Did at anyone time the hurdles give you second thoughts about standing?

I lost my first election but I did not quit. Naturally, you think a lot after a loss. But I did not quit because mine was not just an episode. I had a mission in joining. I wanted to bring some change. If I said that I was glad to lose no body will believe me. It was a learning experience and I was so tired. The exercise was so taxing that I do not think I would have made a serious impact and contribution had I gone through.

But as an introduction to politics, it was very enjoyable although I lost a lot of money in it. I had made my own choice and at that time I was new. But I went back to my job and came back to contest again.

It can wreck you if you do not have political backup, especially if you a first timer. I am glad we are going into parties where one can be supported. Friends cannot advance your cause financially. They usually do it emotionally, but someone bringing in money is not reliable.

Securing support from a party: how does one do it?

I really do not know because I am getting into party politics for the first time. So I cannot pin point that.

But I know from my experience leading a party now especially one that does not have a lot of resources; people have also to invest in the party. They have to demonstrate that they are active members and contribute to the party's growth. That is how you can gain support. One cannot expect to jump in when it is election time and think that you will beat those who have been involved in running the party. You have to first build the party, which in turn can build you.

Once one is already involved, from your experience as a party leader now, what would you look out for? What should one specifically do?

How you get there and actively participate is the key. You have to participate from the grassroots. That participation is the building block for the party. When the time for primaries comes, then you can have chances of going through. Parties will support people who can win them seats. If a person has not been participating from the grassroots, chances are that that person will not win an election. Of course for women, there are guarantees such as the 30% provision, parties have their own provisions. But I do not expect that even women who will join parties to be parasitic. They have to be aware that we are going to compete as equals without thinking of affirmative action. That will come later. So they key thing is being involved in the activities of the party.

A synopsis of a woman's race

Races vary and it depends. For my case, I have never felt that when I am in a race I look at myself as a woman. I organize myself to compete against a person as an equal. If I start looking at myself as a woman, then that can serve to increase the negative attitude that people associate with women. For me I do not like that women are given special attention.

But a woman's race is very challenging. People think that there should be limits when women are involved, they cannot say certain things. People think that women are not

ready to take up certain positions. That is why you will find people asking you questions whether you can manage the challenge. They think there should be boundaries where women should stop to allow men to continue.

Many women think that they are merely taking advantage of the opening as a result of affirmative action, and you will find many people thinking the same way. When I went to look for votes I told people that I am able, have the commitment to make you better. That is what it should be. But you will find people telling you that you cannot manage this, you cannot say this during campaigns, and you must sit in a certain way. It is a very challenging experience but one with many lessons.

How does one raise funds for a campaign?

You just walk to your bank. Simple. Nobody is going to call you and give you lots of money. There is no culture of fundraising for politics here; at least it was not there when I was joining and I do not think a lot has changed. Friends will wish well and that is where it stops. Any financial support is out of luck, not that people will raise funds systematically.

If you have the motivation that there is something you can offer to the country through politics, then be ready to find the money and fund your own campaigns. Never bank on raising money from individuals. Even if there was that kind of arrangement, what you get is way far from what you require. It is that difficult to find money if you have not saved enough. In other words, you must have saved enough to be able to run your own campaign. Nobody gave me a shilling when I was contesting for the first time, the second and even the third.

The practice is that people hold meetings where friends or colleagues promise to give funds. You never did that?

The danger is that someone promises you but from my experience, such money never comes. It becomes dangerous relying on such. This hoodwinking that people are going to give you money can land you in trouble. The important thing is to evaluate yourself: you either have the money, or you do not have it. If you do not have enough, be

patient, save and be sure. If people give you the money, well and good, but there are no political godfathers.

If you start fundraising, you are making yourself very vulnerable and there are all sorts of unreasonable demands.

You enter in the campaigns, and everybody is promising this and that, how do you win over voters?

It is the fastest learning experience is politics. For instance in my case, I had a problem with communication. I had never spoken the local language frequently, the Lusoga I knew was this passing one. I had to take lessons in proverbs, what people like and what makes campaigns lively. That is how you can attract the voters. So you have to learn how to connect with the voters.

If people are kind, they will let you know where you are going wrong and need to improve. For me coming from a professional job, I had a habit of crossing my legs. That looks normal here in Kampala, at work places and among your friends. But you leave that in Kampala. It looks as if it does not matter. But it is different thing once in the local area. So you have to know how to conduct yourself, the mannerisms. People told me you brag a lot, and it was a problem. Yet for me, I thought people wanted an educated, free and confident person. You cannot do that with the voters. It is you who wants the votes, so why not conduct yourself in a way that is acceptable to the voters? That should not be a problem.

Overtime, you get a catalogue of dos and don'ts that are very helpful. But with time, it is easy to understand and win the confidence of your people.

Any tips to aspiring candidates?

I cannot say that this and this. There are no particular tips. You have to evaluate yourself, know your strong points and your weaknesses.

If you find that there is a problem with your message, repackage and change.

It is also about how people see you, who you are and not what you tell them you are. It matters to tell people who you are. Even if you went with money, you must tell people who you are. You have to adjust to the ways of the community. There are particular tips to follow

CONTACT INFORMATION FOR SELECT REGISTERED PARTIES:

No	Organization	Physical Address
1	Forum for Democratic Change (FDC)	Forum for Democratic Change Office, Plot 109 Entebbe Road, Najjanankumbi
2	National Resistance Movement Organization (NRM-O)	Movement Secretariat, Development House, Parliamentary Avenue, Ground Floor
3	Democratic Party (DP)	City House Plot 2/3 William Street
4	Uganda Peoples Congress (UPC)	6th Floor Uganda House, Plot 10 Kampala Road
5	Conservative Party (CP)	Clanson House, 1st Floor, Plot 1 Entebbe Road

NOTES

ELECTORAL CODES OF CONDUCT

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There are several levels of representation in Uganda from the local to the national. It is critical that women are clear as to what level of governance they would like to compete for and participate in as well as the composition and attendant qualifications and other rules for being elected into the post.

It is important to note that since Uganda has adopted the multiparty system of governance some of the rules for election and nomination may change as they may be determined by the parties. Women should be encouraged to find out how they can get nominated to stand for any level of government from their respective political parties. However, the basic criteria for qualification to the various posts are likely to remain the same.

REPRESENTATION AT LOCAL GOVERNMENT LEVEL

The Local Government Act of 1997 gives full effect to Chapter 11 of the 1995 Constitution, in particular the provisions of Article 206(1). The objectives of the Local Government Act are:

- a) To give full effect to the decentralization functions, powers, responsibilities and services at all levels of local government.
- b) To ensure democratic participation in and control of decision making by the people concerned.
- c) To establish democratic, political and gender sensitive set up in the local governments and
- d) To establish sources of revenue and financial accountability.

The Local Government Act makes a distinction between Local Government and Administrative Councils. The Local Governments are District Councils and Sub-County Councils in the rural areas and state, City Divisions, Municipal divisions and Town Councils in Urban areas. These have a government character. Administrative Units are the county, parish and village councils in rural areas and the parish/ward and village councils in urban areas.

The District Chairperson is the political head of the district. The Chairperson, Vice Chairperson and General Secretary are full time employees of the district. The

Chairperson and Vice Chairperson of Municipal Councils and those of Sub- County, Town Council and City Division are also full time employees of their respective councils. The Chairpersons of City and Municipal Councils carry the title Mayor.

Chairpersons of Sub-County Councils and District Council as well as Municipal Council are elected by universal adult suffrage through secret ballot. Councillors for the Municipal Council and District Council (except those of Sub-County Council) are also elected by universal adult suffrage through secret ballot. Councillors for Sub-County Council and Executive members of village council and Parish Council are elected by voters lining up behind candidates of their choice.

In terms of qualifications, a District Chairperson shall be a person qualified to be a Member of Parliament. She must be at least 30 years and not more than 75 years of age, and must be a person ordinarily resident in the district or has written intention that she will become a resident of that area within the next six months.

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 a registered voter.

A DISTRICT COUNCIL IS COMPOSED OF:

- a) The District Chairperson
- b) One Councillor elected to represent an election area of the District
- c) Two Councillors one of whom shall be a female youth representing the youths in the District
- d) Two Councillors with disabilities one of whom shall be female representing persons with disabilities and
- e) Women Councillors forming a third of every Council and at least one of the offices of Secretaries shall be held by a female.

LOWER LOCAL GOVERNMENT COUNCIL EXECUTIVE COMMITTEE

The Council shall have an Executive Committee nominated by the Chairperson from among the members of the

Council and shall be approved by simple majority of all members of the Council voting. It shall consist of:

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

COMPOSITION OF LOWER GOVERNMENT COUNCIL

A Sub-County Council shall consist of:

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

The above Council composition is similar to the City Division Council and that of the Municipal Council.

NOMINATION OF CANDIDATES AND CANDIDATES' CAMPAIGNS AT LOCAL GOVERNMENT LEVEL

To be nominated a District or City Chairperson, the law requires that one:

- a) Must be qualified to be elected a member of Parliament (see below)
- b) Is at least 35 years and not more than 75 years of age
- c) Is ordinarily a resident of that district or has written intention to become resident in that district or city within the coming six months
- d) Attaches to her nomination paper a list of names of 50 registered voters from at least two thirds of

the electoral areas and each of the 50 shall have appended to that list his or her name, signature, physical address and voters registration number and

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

For a person to qualify for election as Chairperson of a Municipality Town Division or Sub-County she should have the same qualifications as in (a) to (c) above and must attach to her nomination paper a list of names of twenty registered voters from each electoral area and each of these should have appended to that list his or her name, signature, physical address and voters registration number. A nomination fee of one hundred thousand (100,000/=) for a Municipality and fifty thousand (50,000/=) shillings for a City Division, a Town or Sub-County is payable in cash or bank draft.

A person is qualified to be a member of a District, City, Division or Municipal Council if that person is a citizen of Uganda and is a registered voter.

A Village Council consists of all persons of eighteen years or above residing in the village. Nomination for candidates at village level takes place on the same day of the election. Names of candidates are proposed orally by an eligible voter and seconded by another voter who is present. As many nominations as are properly nominated and seconded for each office are allowed. No voter may second more than one candidate for the same office. Candidates meetings are held on Election Day. The candidates nominated for each office introduce themselves individually for five minutes, and then leave the gathering beyond a hearing distance. The person nominating each candidate then introduces the candidate to the electorate. The electorate is then allowed a brief time to discuss the candidates after which elections begin.

SPECIAL INTEREST GROUP COUNCILLORS

The election of women councillors is by adult suffrage with the electorate lining up behind the candidate, an agent or a portrait of the candidate of their choice.

The Youth Councillors are elected by an electoral col-

lage consisting of:

- In case of a District Council, all Sub-County Youth Councils and the District Youth Executive
- In case of a City Council, all Division Youth Councils and the City Youth Executive
- In case of a Municipal Council, all Parish or Ward Youth Councils and the Municipal executive and
- In case of a Sub-County, town or Division Council, all Parish or Ward Council Youth Councils and the Sub-County, Town or Division Youth executives.

A Councillor representing persons with disabilities is elected by the National Union of Disabled Persons of Uganda forming an electoral college as follows:

- In case of a District, all members of the District Executive Committee and Sub-County executive Committees
- In case of a City, all members of the City Executive Committee and Division executive Committees
- In case of other urban councils and Sub-County councils, all members of the Division or Parish Executive Committee.

CANDIDATE'S CAMPAIGNS:

No candidate is allowed to organize or address her own individual candidate's meeting. The Returning Officer, in consultation with all the candidates prepares and conducts candidates meetings in each parish or aggregated parishes in a given electoral area. At such candidates' meeting the candidates may use the local language of the area.

REPRESENTATION AT NATIONAL LEVEL:

PARLIAMENT ROLE, COMPOSITION, AND QUALIFICATIONS:

The Constitution established the Parliament which is the highest law making body of government. In addition to making laws it levies taxes and determines how public funds shall be spent and ensures that the country is run in

accordance with the Constitution. Parliament has power to make laws on any matter for the peace, order, development and good governance of Uganda.

Parliament is composed of:

- a) Directly elected members elected through universal adult suffrage and by secret ballot each representing a constituency
- b) Special Interest Groups including:
Women: One from each District of Uganda.

The Army: Ten (10) representatives are elected by the Uganda People's Defence Forces

The Youth: Five (5) youth are elected by the National Youth Council forming an electoral college

The Workers: Five (5) representatives elected by the National Organization of Trade Unions (NOUT) delegates conference

The Disabled: Five (5) representatives elected by the National Union of Disabled persons of Uganda forming an electoral collage

Any person who:

- a) Is a citizen of Uganda
- b) Is a registered voter
- c) Had completed a minimum formal education of Advanced level standard or its equivalent
Is qualified to stand for election to Parliament.

A person is not qualified to stand as a member of Parliament if she:

- a) Is of unsound mind
- b) Is involved in any way in the conduct of elections
- c) Is a traditional of cultural leader
- d) Has been declared bankrupt by a competent court

- e) Has been sentenced to death, or is under sentence of imprisonment for nine months or more without the option of a fine

To be nominated as a Parliamentary Candidate a person:

- a) Should be qualified to stand for Parliament
- b) Should fill a prescribed nomination form
- c) Pay a fee of two hundred thousand (200,000/=) shillings
- d) Be nominated by two (2) registered voters and
- e) Supported by ten (10) other registered voters of her constituency

Parliamentary Candidates Campaigns

Parliamentary candidates shall be able to go round the constituency and speak to voters directly. The candidates are also able to meet the public at Candidates' meetings which are held in each Parish of their constituency. The returning Officer will announce and post a program of meetings where the candidates will present themselves and their political programs to the electorate, in equal allotments of time. The candidates will also be required to answer questions from the public at these meetings. Candidates are required to refrain from attacking other candidates.

In each Parish the candidates' meetings are chaired by the Presiding Officer for that parish or by a person appointed by the Returning Officer for this purpose. The Presiding Officer and the candidates are allowed to address the meetings in the local language of the area.

GUIDELINES ON CAMPAIGNS BY CANDIDATES FOR ELECTION AS MEMBERS OF PARLIAMENT

1. Every candidate while conducting her campaign shall comply with these guidelines.
2. The Commission may determine the manner and the period during which campaigns shall take place and shall publish that information in the

Gazette and forward a copy to the District Returning Officer.

3. Each candidate shall give her campaign program to the Returning Officer who shall ensure that campaign meetings by different candidates do not coincide in one parish.
4. In a constituency/District where only two candidates are validly nominated after close of nominations, before the closing of polls one of them dies or ceases to be a candidate by reason of her ceasing to be qualified for election, the Commission shall postpone the polling in the constituency and fix fresh nomination days for the nomination of candidates.
5. Where fresh nomination days are fixed under the foregoing paragraph, any candidate previously validly nominated shall not be required to be re-nominated and only candidates who did not go through nomination process during the first nomination days shall tender their nomination papers to the returning officer.

NOTE: Campaign meetings shall not commence until the expiry of nomination days and shall not be held within twenty four hours before polling day.

RULES FOR THE CAMPAIGN PROCESS

1. During the campaign period, every Public Officer and public authority shall, as far as possible give equal treatment to the candidates.
2. Except as authorized by law, no candidate shall use government or public resources for the purpose of campaigning for election.
3. Where a candidate is a Minister or holds any other political office, she shall during the

campaign period restrict the use of official facilities ordinarily attached to her office for the execution of her official duties.

4. The foregoing paragraphs apply with the necessary modifications to an employee of a Statutory Corporation or Company in which Government owns a controlling authority and a member of a Commission or Committee established by the Constitution as it applies to a Public Office.
5. At campaign meetings the candidate may use the local language of the area
6. No person shall, however, while campaigning use any language which is defamatory or insulting or which constitutes incitement, hatred or violence or which threatens war.
7. Every candidate shall enjoy complete and unhindered freedom of expression and access to information and the right to carry out her campaign.
8. No candidate in an election shall be denied reasonable access to and use of state owned communication media.
9. A candidate may use private electronic media for her campaign but not to de-campaign any other candidate.
10. The Commission shall ensure that adequate security for candidates at campaign meetings.

RULES AS TO CAMPAIGN MATERIALS

1. Subject to any other law, during the campaign period any candidate may, either alone or with other candidates use campaign materials in the form of books, booklets, pamphlets, leaflets, magazines, newspapers or posters intended to solicit votes from voters but shall in any such publication specify particulars to identify the candidate or candidates concerned.
2. No person shall, during the campaign period, print, publish or distribute newspaper, circular or pamphlet containing an article, report, letter or other matter commenting on any issue relating to the election unless the author's name and address are set out at the end of the article, report, letter or other matter or where part only of the articles, report, letter or matter appears in any issue of a newspaper, circular, pamphlet or letter at the end of that part.
3. Any person who contravenes the foregoing paragraph commits an offence and is liable on conviction to a fine not exceeding 600,000/= or imprisonment not exceeding one year or both.

OFFENCES AND PENALTIES

1. A person shall not use private electronic media to de-campaign any other candidate on the following grounds:
 - a) Making statements which are known to the maker to be false or in respect of which she is reckless whether they are true or false
 - b) Making malicious statements
 - c) Making statements containing sectarian words or allusions
 - d) Making abusive or insulting or derogatory statements
 - e) Making exaggerations or using caricatures of the candidate(s) or using words of ridicule

- f) Using derisive or mudslinging words against a candidate
- g) Juxtaposition of words or statements with any of the effects described in the foregoing paragraphs
- h) Using songs, poems and images with any of the effects described in the foregoing paragraphs.
2. Any person who contravenes any of the foregoing paragraphs commits an offence and is liable upon conviction to a fine not exceeding shs. 3,000,000/= or imprisonment not exceeding five years or both.
 3. Any candidate who uses the private electronic media to de-campaign any other candidate commits an offence and is liable on conviction to a fine not exceeding shs. 3,000,000/= or imprisonment not exceeding five years or both.
 4. The proprietor or operator of a private electronic media shall not use the media to allow it to do any of the acts mentioned in the two foregoing paragraphs.
 5. Any person who, before or during election, for the purpose of affecting or preventing the election of a candidate either directly or indirectly
 - a) By words whether spoken or written, song, sign or any other representation or in any manner seeks to excite or promote disharmony, enmity or hatred against another person on grounds of sex, race, colour, ethnic origin, tribe, birth, creed or religion;
 - b) Organises a group of persons with the intention of training the group in the use of force, violence, abusive, insulting, corrupt or vituperative (malicious, slanderous) songs or language calculated to malign, disparage, condemn, insult, or abuse another person or candidate or with view to causing disharmony or a breach of the peace or to disturb public tranquillity so as to gain unfair advantage in the election over that other person or candidate;
- c) Obstructs or interferes or attempts to obstruct or interfere with the free exercise of the franchise of a voter or compels or attempts to compel a voter to vote or refrain from voting;
 - d) Compels or attempts to compel a candidate to withdraw his or her candidature; or
 - e) In any manner threatens any candidate or voter with injury or harm of any kind; or
 - f) Induces or attempts to induce any candidate or voter to fear or believe that he or she will suffer illness or will become an object of divine, spiritual or fetish displeasure or censure; commits an offence and is liable upon conviction to a fine not exceeding shs. 600,000/= or imprisonment not exceeding one year or both.

REPRESENTATION AT THE EXECUTIVE LEVEL

Under the Constitution, the President is leader of the Nation, Head of State, Head of Government and Commander-in-Chief of the Uganda People's Defence Forces and Fountain of Honour. The executive authority of Uganda is vested in the President and shall be exercised in accordance with the Constitution of Uganda.

FUNCTIONS:

- a) The President shall have the full authority to act on behalf of the people of Uganda in accordance with the Constitution and the laws of the country
- b) He/she shall make sure that the Constitution and all laws made under or adopted by the Constitution are maintained and enforced.
- c) It is the duty of the President to abide by the Constitution and laws of Uganda and protect them. It is also his/her duty to promote the welfare of the citizens and ensure protection of the territorial integrity of Uganda.

The President may carry out these functions directly or

through officers and institutions in accordance with the Constitution. He/she is assisted by the Vice President, Ministers and other appointed officers to run the day-to-day affairs of the country.

Any person is qualified to be elected President as long as:

- a) He/she is a citizen of Uganda
- b) He/she is not less than 35 years old and not more than 75 years old
- c) He/she is qualified to be a Member of Parliament.

To be nominated a Presidential candidate, a qualified person should:

- a) Sign a prescribed nomination form
- b) Be proposed by any two (2) registered voters and
- c) Be supported by one hundred voters from each of at least two thirds of all districts of Uganda
- d) Deposit eight million (8,000,000/=) shillings

PRESIDENTIAL CANDIDATES CAMPAIGNS

- a) **Individual Campaign Meetings:** Presidential candidates may hold individual campaign meetings in any part of Uganda in accordance with any existing law on public campaigns. A candidate can only hold individual campaign meetings in accordance with a program of meetings he/she submits to the Electoral Commission in advance.
- b) **Candidates' Meetings:** 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.
- c) **Campaign through the media:** All candidates shall be given equal time and space in the state-owned media to present their programs to the public.

THE CAMPAIGN PLAN

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OBJECTIVES OF THE SESSION

The objectives of the session are:

- To help candidates understand the importance of having a campaign plan and the key elements of a campaign plan, as well as develop a plan
- To create awareness about building a campaign team
- To help candidates understand the key elements in raising campaign funds

This is a highly practical session and the trainer should ensure that the candidates at least have a skeleton campaign and fundraising plan by the end of the training.

THE CAMPAIGN PLAN:

PURPOSE OF THE PLAN:

The purpose of developing a campaign plan is to outline how the candidate plans to get a 50% plus one majority on Election Day. Developing a campaign plan is crucial to a candidate's success. The plan is a candidate's road map to Election Day victory and if viewed as such will help the candidate plan it to the best of their ability because the aim is to win the election. The campaign plan outlines each step in the candidate's campaign from the time she decides 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 the candidate will do to win, how and when she will implement the strategy, and finally, how much it will cost.

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

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

KEY ELEMENTS OF THE PLAN

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



Explanatory Notes on the Key Elements:

a) Determining the issues and setting the objectives:

The importance of determining the campaign issues and setting the objectives can not 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.

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

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

d) Identifying allies and opponents: Campaigns are based on convincing the electorate to vote for the candidate. It is important to know how many people are in her constituency and who her opponents and allies are. The candidate's 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.”

e) Building the team: The campaign team carries the candidate's image. It is important that the candidate identifies a strong core team, which is referred to as the task force and equip them with skills and a code of conduct to represent the candidate effectively. The candidate should choose a few trusted people on her team who can tell her the truth about the campaign and she 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 the candidate works with these bodies to help her organise her campaigns. The candidate should take advantage of the human and other resources available to her as a party candidate. She should ensure that her team is in harmony and cooperates with the party structures.

Developing the strategy and assigning the team's roles: The candidate's campaign strategy will evolve round the issues developed out of research carried out in her constituency. Her strategy should be to strengthen her candidature and to diffuse or neutralise any negative issues arising from her opponents camp or from within the electorate themselves.

The candidate should plan together with her team and develop her objectives around the issues of concern. The candidate should develop strategies and activities that will help her achieve her objectives. It is helpful for the candidate to use the who, what, where, why, when, and how framework to help her plan. This frame work will also help her identify the resources she will need for each activity. The candidate should remember to attach a clear time frame to each activity and to assign roles to her team members. Below is a sample table that can help the candidate plan effectively:

SAMPLE TABLE: Planning the Campaign Strategy

Issue	Objective	Activities	Target group	Person responsible	Date/ Time	Resources required	Location of activity
Candidate has no agenda for the youth is only concerned about older generation	To mobilise support from the youth	-Mass rallies with youth -Organise bicycle races -Visit schools	- Youth in and outside schools	Youth Secretary and Campaign agents	2nd week of June '05 4th week of July	PAS system ICT materials Bicycle Trophy	Boma Square School compounds

It is important to note that the strategies and activities keep changing so the planning process will have to continue through out the campaign period. Other issues to consider as the candidate plans 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 updates and compare notes.

Election Day Activities: The task force, including the candidate, should have a meeting with all the agents and polling agents the day before the election. Give out specific assignments such as assigning the polling agents to monitor the elections. Voter's activities should be monitored throughout polling day. Agents should be assigned to getting all the candidates supporters to the polling station even if it means providing a boda boda for the elderly. ***EVERY VOTE COUNTS!***

It is important for the candidate to ensure that her polling agents are given refreshments and lunch. Communication is vital across the constituency, so hire some mobile phones for monitoring the election process where possible.

- f) **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. The candidate should make the message simple and clear. The candidate's campaign slogan and speeches all evolve around the campaign message (See chapter on Message Development for more details).
- g) **Develop the publicity and media strategy:** The media strategy will enable the candidate to reach a wider audience and make her more visible on the political scene. It is important to analyse which media is most effective and which one covers the candidate's electoral area. The candidate 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 the candidate plans well ahead of time and develops a realistic budget to help her as she fundraises. The candidate should identify potential donors, share her goals with them and ask them for both financial and other resources. The candidate should be creative and think of different activities that can be used to raise funds. The candidate should remember to ensure strict accountability of all the funds that are mobilised. (Fundraising is dealt with in more detail in the next segment).
- 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 the candidate and the campaign message. The launch should be publicised so that the electorate turn up in large numbers. The launch should be followed by the implementation of the

activities. The candidate should implement the campaign following the campaign plan. She should ensure that all the members of her team are well aware of their roles and she should encourage them to follow the plan and the time frame.

j) Monitor and evaluate the campaign:

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

k) Ensure the campaign is documented: The candidate will need to document her campaign events. Reports provide valuable records of events for future reference.

Planning campaigns in a systematic manner helps one think through their strategy and to plan for 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 the candidate's team keeps focused and that the work is divided among the team members to avoid situations of stress and burn out.

BUILDING THE CAMPAIGN TEAM :

Even the most talented candidate cannot win without building a team to help shape the campaign and guide her to victory. It is important to have volunteers of staff to help the candidate navigate each step of her race. Depending upon the size of the race, the budget and the candidate's pool of volunteers, she will need to decide whether her team will be comprised of volunteers or paid staff or a combination of both. When considering the members of her campaign team, the candidate should look beyond her

usual circle of supporters. While it is important to involve people close to her whom she trusts, most campaigns can benefit from fresh ideas and input.

KEY TEAM MEMBERS

The following is a list of key team members the candidate needs to put in place to help her run her race. Some of the team members may play multiple roles. The most important issue is to have a team in place.

CAMPAIGN MANAGER: The Campaign Manager should be the first person the candidate hires or brings on board long before she announced her intention to run for office. The Campaign Manager is the candidate's key strategic advisor on the campaign. The Campaign Manager should be someone with whom the candidate 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 coordinating 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, know how to analyze situations and make quick, reasoned decisions. The Campaign Manager should be a good representative of the candidate, able to speak to the media on behalf of the candidate.

FINANCE MANAGER: In the early days of the campaign, the largest task for a candidate is beginning her fundraising and developing a fundraising plan that will allow her to meet her 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 the candidate, when the candidate is unable to do so herself.

PRESS/PUBLICITY SECRETARY: The Press Secretary is in charge of the candidate's Media Campaign. The Press Secretary will help the candidate build her message and find strategic ways to get her message to the voters using various means and various media. The Press Secretary will also sometimes serve as the candidate's spokesperson as well as overseeing the campaign's research. If the Press Secretary is not in charge of research, the candidate needs to ensure that there is someone responsible for research. The Press Secretary also helps the candidate 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 the candidate has an office or operates from her home the Press Secretary should answer all telephone calls and keep a record of all her speeches, press releases, video recordings, newspaper articles (on and by the candidate).

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

THE VOLUNTEER COORDINATOR: He or she has the duty to involve others in the candidate's campaign. If the person is cheerful, brings a friendly atmosphere to the office (or team) and provides interesting chores, the campaign will exude the same qualities. Apart from recruiting volunteers for the candidate and making sure that they are being used effectively, the Volunteer Coordinator should also remember to give ample appreciation to the volunteers!

A Word on Volunteers:

Dedicated, enthusiastic volunteers in politics (VIPs) are

one of the most important assets of any political campaign. No campaign treasury can afford to pay workers to do the jobs that volunteers do for free. Even if a candidate or organization could afford to pay a salary to every person who participates in a campaign, he or she would be foolish to do so. VIPs bring to a campaign a dedication and a willingness to work that is indispensable.

Why do people volunteer?

Building a VIP organization should be approached like any other campaign task. There needs to be preparation, planning, organization and finally execution. There are five main reasons why people volunteer to work on campaigns: policy, social, political, opportunity and recognition. Understanding which of these reasons motivates your VIPs can help you build and maintain a strong VIP program for the duration of the campaign.

Policy: Many people volunteer because they care about a particular issue. Sometimes this issue may already be the main focus of the campaign. These VIPs want to feel they are making a difference.

Social: Some people find politics a relaxing hobby. Although they are obviously concerned about the issues, campaigns are a way to for them to meet people. These VIPs see working on a campaign as part of their social life.

Political: Some VIPs are directly affiliated with political parties as committee people or party workers. Many of them may be motivated by policy or social concerns, but they may also work in the campaign simply because the candidate is a member of their political party.

Opportunity: Some VIPs work in a campaign hoping to land a job or to earn some money. These people can be good workers, but the campaign should tell them up front what the prospects are for jobs during or after the campaign. Others may volunteer to increase their work or interpersonal skills for job hunting outside the campaign.

Recognition: Many people work in rather dull or unchallenging jobs. Politics is a unique profession where they can excel. These VIPs want recognition. They want to be seen doing something important or

working with important people. Although VIPs come to campaigns for many different reasons, every one of them needs recognition. This may take form in a special button or certificate, or it may be as simple as a thank-you nod or pat on the back by the candidate.

Whatever the reason, it is important that the candidate has a pool of volunteers to help with the various tasks during the campaign for the success of the campaign.

BUILDING A WINNING CAMPAIGN TEAM

The campaign team is an important part of the candidate's election campaign. It is important that she invest time in building a team that is organised and portrays her and her values. The candidate should identify the core members of her team. She should work with them and encourage them to keep the other members informed about key aspects of the campaign and how she operates.

1. 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. The candidate should plan and set goals together with her team and discuss issues of concern with them. The team should own this process. The candidate's team should be able to explain her message and her goals.

2. Equipping your team

The candidate should establish core values and a code of conduct with her team. She should train her team in issues of diplomacy and public relation or have someone competent train the whole team. The candidate 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.

3. Building Trust and Unity

The candidate should build trust in the team by encouraging them to be people of integrity. She 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.

4. The candidate's role as the leader:

The candidate's 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

RAISING THE FUNDS FOR THE CAMPAIGN:

Campaigns need money to operate and in order to get the contributions to fund the campaign activities, real work needs to be done. Rare indeed is the donor who, unsolicited, sends a check to the campaign. Successful fundraising requires that the campaign in general and the candidate in particular, spend quality time planning and executing a fundraising plan. Winning candidates on every level need to realize that in order to win, the candidate herself will have to spend a minimum of 50% of her time fundraising.

A seemingly perfect campaign strategy is useless unless the candidate can develop a realistic budget that pays for it. A budget serves as a road map and provides continuity in times of chaos. In addition, it can serve as an indicator that the candidate's campaign is viable. For example, a campaign could have the largest trained staff, the biggest posters and the most in-depth research data; however, if the campaign does not have the money in the bank for the final paid-media push, victory may be elusive. A campaign budget keeps a campaign on track.

Many first time candidates are amazed at how much time they have to spend raising money. Fundraising is one of the most challenging and important parts of the campaign. As frustrating as this can be, remember that even

the most experienced candidate with the best message cannot win unless she has the money to communicate effectively.

The Candidate is her campaign's best fundraiser and she must be an active participant in raising the money. Others can help her, but she must become comfortable and confident asking potential contributors to invest in her campaign.

The Funding Strategy

The candidate should develop a funding strategy. Even though fundraising seems simple, a winning campaign has a fundraising strategy that takes into account the campaign strategy and overall budget. After the campaign plan is in place, the candidate and her team need to figure out how they plan to raise the money to carry out the activities in the campaign strategy. The funding strategy must include a detailed plan for raising funds stating what money is needed, where the money will come from, how it will be obtained and if possible, by when (timeline). The Finance Committee (see below) needs to follow the funding strategy and continuously track fundraising efforts.

Below are just a few of the reasons why a detailed fundraising strategy is critical for each and every campaign:

- 1. Provides organization** - a detailed fundraising strategy creates organization and order in the chaotic world of campaign finance.
- 2. Defines responsibilities** - a fundraising strategy determines who does what, and adds accountability to the candidate's fundraising campaign.
- 3. Sets deadlines** - a good fundraising strategy tells the candidate when she needs the money. Deadlines help motivate her team to perform.
- 4. Provides a credible fundraising tool** - when an investor purchases a business, he or she wants to see the financials that prove the company can be a success.

Often, it's no different for major political contributors. The candidate's fundraising strategy shows why she needs the money and lets contributors know she is serious about winning the election.

5. Measures progress - a detailed fundraising strategy lets the candidate measure her fundraising progress, thus allowing her to make needed adjustments before it is too late.

The Finance Committee

It is beneficial to have a Finance Committee that supports the Finance Manager on the campaign. The role of the Finance Committee is to provide contacts who can be solicited for the donations which are vital to the campaign's success. Each member of the Finance Committee should be supporters of the candidate who have wide ranges of contacts they can solicit to support the campaign. Each member is generally expected to contribute to the campaign, and then pledge to locate a certain number of others to do the same. The Committee can be composed of business people, professionals, socialites and political contacts among others.

Identifying Donors and Developing a Target List

Many people believe fundraising is another word for begging. This notion is perhaps the single greatest obstacle to success, and leads candidates to avoid the most critical and essential activity in a campaign: asking for money.

A donor's contribution is not an act of kindness, nor is it a personal favour. People donate to campaigns because they want to. Their contribution serves their needs. Donors contribute when the candidate has identified their needs and demonstrated how they will benefit if the candidate is elected. This section helps the candidate identify donors and their motivation for giving to campaigns.

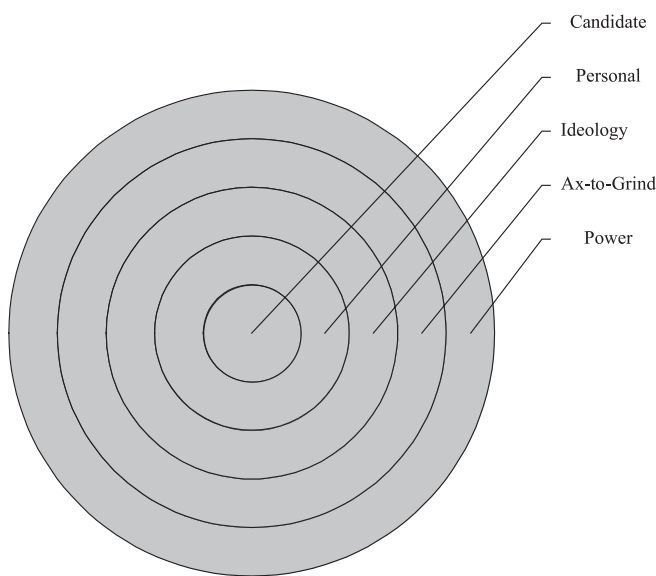
CIRCLES OF BENEFIT

The Candidate is her campaign's best fundraiser and she must be an active participant in raising the money. Others can help her, but she must become comfortable and confident asking potential contributors to invest in her campaign.

The following diagram portrays how donors benefit when they contribute. It is intended to help the candidate organize donors, understand a donor's motivation to give, set priorities, and show how donors benefit when they contribute. Knowing this enables the candidate to select the appropriate message to use with potential donors.

Personal Circle

Why: Donors in the Personal Circle give because they have a close relationship with the candidate. Loyalty



moves Personal Circle donors to look past differences in ideology and party affiliation, and sustains their support regardless of a candidate's standing in the polls.

Who: Personal Circle donors are family members, friends and close professional colleagues of the candidate.

When: Start with this circle of donors to raise the first operating costs of the campaign. Early support from this circle demonstrates viability to other donors, the media, community leaders, and opinion makers.

Ideological Circle

Why: Ideological Circle donors share the candidate's advocacy of a particular cause. This circle may include

donors who belong to the candidate's religious, cultural, ethnic or gender group.

Who: Ideological Circle donors include civil rights activist, women, environmentalists, etc

When: Ideological donors take political risks and participate early to ensure the candidates they support have the strongest possible voice.

Where to find them: The candidate should look at membership lists of ideological organizations they belong to. Think of the issues they care about and the groups that reflect those views. Call individuals associated with those groups.

Ax-to-Grind Circle

Why: Ax-to-Grind donors give because the opponent's victory would adversely hurt their interests, or has already done so. They have a tremendous incentive to weaken the candidate's opponent by strengthening her own candidacy.

Who: Anyone who strongly dislikes or fears the candidate's opponent

When: These donors like those in the Personal and Ideological Circles can provide early support.

Where to find them: The candidate should look at her opponent's background and find out who she or he has alienated over the years. What has the opponent done?

Power Circle

Why: Donors in the Power give to protect and advance their economic interests.

Who: These include business interests, labour unions and professional associations. Incumbents receive the majority of Power Circle support while challengers are unlikely to receive their support until the candidate's competitiveness is firmly established.

When: Power Circle Donors should not be counted upon to provide early support to non-incumbents. Power Circle donors tend to give once a candidate has demonstrated viability. The difficulty facing challengers or candidates for open seats is that the Power Circle,

which is the largest source of money for politics, is generally unavailable until the final quarter of the campaign

Where to find them: The Power Circle includes groups and individuals who are opinion leaders and who generally want to make sure they support a winning candidate. Almost every area has a core of Power Circle donors.

The candidate's donor base will continue to grow as the campaign progresses. Cultivating prospective donors is an on-going process. The candidate should ask donors in all the circles for the names of additional prospects for her to call or contact. The candidate should ask if the donors are willing to commit to raising money from their contacts for her campaign.

GENERAL FUNDRAISING TIPS

■ First the candidate must examine their own reserves. If the candidate is not willing to make a contribution to their own campaign, they cannot realistically ask others to contribute.

■ **How to ask for the money:** If the candidate has a direct relationship with the donor or potential donor, it's best if she does the asking. If the candidate doesn't like asking for money, she needs to learn very quickly how to like it. If she don't know the person directly, but knows someone who knows that person, then she should pursue the person she knows. She should have that person ask for funds. Personal relationships go a long way. The candidate should use that to her advantage to raise money. When asking for money the candidate should stress what the problems are in the community and how she is the solution. People give money to solve problems.

■ **Spend Smart:** All campaigns have limited resources. There is no money to waste. Money should not be spent on impulse. The candidate should always ask herself, "Was this item budgeted?" One means to spending smart is to stay on track. As much as possible, the candidate should stick to her funding strategy. That in itself shows good financial management skills, one of the requisite skills for a leader.

■ **Always say thank you:** An unappreciated donor is one that won't give the candidate any money. The candidate should 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.

The candidate's donor base will continue to grow as the campaign progresses. Cultivating prospective donors is an on-going process. The candidate should ask donors in all the circles for the names of additional prospects for her to call or contact. The candidate should ask if the donors are willing to commit to raising money from their contacts for her campaign.

ANNOUNCING ONE'S CANDIDACY:

- The following are tips for announcing one's candidacy:
- a) The candidate should try to choose a date when news may be low. Announcing one's candidacy when there are other or even bigger news stories means the announcement goes unnoticed.
 - b) The candidate must only announce her candidacy when she has her campaign plan and budget in place. This will mark her out as a serious candidate who knows what she is doing and who intends to give her best to win.

- c) The candidate should test her theme and her message before she makes her announcement. The candidate should be clear why she is running for office and what issues are important for her campaign.
- d) The candidate should select a strategic location to make her announcement, preferably one that relates to her issues and message.
- e) The candidate should call a press conference to make her announcement. The coverage could well boost her campaign and lets voters know she is out there and willing to make a difference in the community.
- f) The candidate should be on time for the launch. She should ensure that she starts on the right note. Arriving late sends out a negative signal to supporters and potential supporters.
- g) The candidate should prepare a press kit, i.e. a brief on who the candidate is (profile), and the candidates 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 the candidate makes it for journalists, the better her chances for coverage.
- h) The candidate should make sure she has many supporters present when she makes her announcement. The candidate needs to create excitement and enthusiasm about her campaign.
- i) The candidate should ensure that she informs the power bases of her announcement. The power bases include her 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.

MONITORING THE CAMPAIGN PLAN:

Once the candidate has developed a campaign plan and launched her campaign, she needs to monitor the implementation of her plan. She needs to revisit her campaign plan on a weekly basis and ask herself the following questions:

- Has she developed a clear campaign message?
- Does her campaign team understand her message?
- Are activities behind or ahead of schedule? How closely has she followed her campaign plan?
- Does she know which voters she needs to reach, how and by when?
- Is she keeping track of voters she has already contacted?
- How many strategic meetings has she attended/participated in that will put her in touch with voters and get her message out?
- Has she been working closely with her political parties/key political party officials when campaigning?
- What work remains to be completed before Election Day?
- Are the funds raised so far adequate for her campaign? What more funds need to be raised, how and from whom?

CASE STUDY ON FUNDRAISING - AS TOLD BY HON. BETTY

AMONGIN

How did you fund your campaign?

Personally, I got money from friends on top of my own savings. Because it is you contesting, you should be prepared to spend. If not, do not run for office.



You should at least have a minimum of 50% before you begin your race. If you are a new entrant, not many people have the confidence that you can make it to give you money. That is why it

is important that you have your own money.

Maybe now since we are entering parties, your party may give you funds. But still, the parties may not be capable of raising all the money you will need. You should therefore have saved for the campaigns.

How difficult or easy is it for a woman contestant to raise funds?

It is difficult to raise extra money. This is because cam-

paigns are not like a project proposal, which you write for donors to fund. Donors do not fund political campaigns. Women need money. I covered the whole district when I was campaigning in the context of women MPs. But even on county level, women need money. Because of the already poor public perception and attitude towards women leaders, it means that a woman has to cover a larger area than the men have to, which means more rallies, transport, generally more costs - in order to convince the electorate to choose her. Women need to budget for things such as welfare of the people working with in their campaign team. Sometimes the men do not care about their campaign team welfare and it is seen as fine. But women have to take care of the needs of their team.

MESSAGE DEVELOPMENT

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OBJECTIVES OF THE SESSION

The objectives of this session are:

- To teach participants how to create a winning message by going through the elements of a good message and how to develop a message
- To teach participants deliver the message effectively through speech writing, presentation and media use.

MESSAGE EXERCISE

In order to demonstrate the importance of creating good, clear messages try the following activity:

Have participants sit in a circle. Start by whispering a message about a candidate in one woman's ear. Make sure the message is complicated and long. For example: "Karusoke-Kyagulani Kipapali is running for Local Council IV Chairperson, she has successfully completed education projects in Kawukumi sub county. She cares about you and your family. Vote for her." (Write the message down so that you don't forget it but don't show it to anyone). Ask the women to pass this message on word-for-word in secret. When the message reaches the last woman in the circle, ask her to say it out loud. Tell the group what the original message was. Try the activity again with a different short message for example "education first with Mary Musoke" Circulate the message in the same way. Try this activity one last time. The final time, circulate a simple message and repeat it two to three times. For example "Sarah Namuli improving economic opportunities for all! Sarah Namuli improving economic opportunities for all! Sarah Namuli improving economic opportunities for all!"

Discuss with participants what this activity reveals about how messages get passed. Ask the following questions:

- Which message passed most clearly through the circle? Why?
- What was wrong/right with the first message?
- How is the circle of women like a village or community?

- Do messages get easily confused in the villages?
- What does this activity teach us about creating campaign messages?

ELEMENTS OF A GOOD MESSAGE

For voters to understand why a given candidate would be the best to represent them, they need to understand the candidate's character, her beliefs, and her plans for the future on issues that affect them. They need to understand how the candidate is different from her opponent. If a candidate does not define themselves, their opponent will do it for them. It is better for the candidate to define herself. Thus the candidate needs a clear, concise message.

A candidate can define herself for the voters by building a strong message early and sticking to it through thick and thin. Certainly the candidate will modify the message periodically as the campaign gets underway; however she should stick with her message all the way to Election Day.

A message is an amalgam of all that a candidate is, the experiences that qualify her to hold public office, and the issues that she feels are highest priority for her and her constituents. The candidate's message should set her apart from her opponent. Her message must be unified, and she must feel comfortable and confident delivering it. The candidate's message should be short and simple.

The elements of any good message regardless of what one wants to communicate:

Clear: a solid message must be clearly written in easily understood words

Concise: A message should not be more than a few sentences if at all.

Contrast: A message that does not contrast is incomplete. Every time a candidate's campaign talks about itself, it is also talking about the opposition. By saying who the candidate is and what she believes in she is defining the difference between herself and her opponent

Memorable: A message must be easy to remember and must become part of the body of the candidate's campaign. Everyone who works on her campaign must know it well and say it often.

Persuasive: A message must be convincing and should engage the targeted voters.

DEVELOPING THE MESSAGE

Identify the Problems: the candidate should talk to voters throughout the community and identify their concerns

Develop the solutions: The candidate should think of ways to solve the voters problems and can even ask them for suggestions on possible solutions

Identify the Actions of Local Leaders: What have local leaders done to respond to or improve the situation? How can local leaders do a better job in addressing this problem?

Create the Message: The candidate should then think of a message that addresses the voters' concerns and highlights her solutions and strengths

The following are some questions the candidate needs to ask herself and her team as she begins building her message:

- What issues are most important to voters in her area?
- More specifically: what issues are most important to those voters whose support she will need to win, those whose votes she does not already have?
- What issues does she care about most and will want to champion once she is elected?
- On what issues is she a credible messenger?
- What issues have been debated in previous elections in the area?
- Why would she be the best candidate for the

area?

- Why is she a candidate who is best qualified to understand the concerns of voters?
- What is she already known for that she may wish to build upon?
- How is she different from her opponent?
- What obstacles in her record or experience will she need to overcome? Should she proactively address them in her message?

GETTING THE MESSAGE OUT

Once the candidate researches, plans, and develops her message, it is important that every communication her campaign has with the voters centers around that message. If the candidate expects the voters to know her message and instantly associate it with her, she needs to constantly remind them what her message is.

No matter what her campaign is doing to speak to the voters, the candidate should use each opportunity to succinctly drive her message home. This is called “staying on message.” Staying on message requires detailed planning and is part of every aspect of the candidate's campaign.

Every time the candidate makes a speech, participates in a debate, or conducts an interview, she should center the talk on the campaign's message. Even if the question the candidate is asked or the speech topic is not related to her message, she should practice ways to bring her answer, or her speech, around to the message her campaign wants to deliver.

Similarly, every communication that comes out of the candidate's campaign, whether it is a press release, posters, flyers, leaflets, radio or TV ads, or some other communication all should focus on reminding the voters what the candidate's name is and what her campaign's message is.

Voters have short memories. Very few voters will be able to remember each of the candidates' names for every office, what their issues and biographies are, what they've done and what they plan to do. It's hard enough to get the voters to remember the candidate's name, much less all of this information. While the candidate should have sub-

stance and present a stand on the issues to the voters and the media, her issues and her communications should revolve around her message. The candidate's goal is to get the voters to at least remember her name and message when they go to vote.

Of course, one of the best ways to get the voters to remember one's message is to be able to sum it up in a few words or a short phrase often called a "political slogan." Developing a good slogan is an art, but there are a few rules that should make it easy:

- 1. Keep it true to one's message** - Don't try to be too cute, clever, or funny. The slogan doesn't have to rhyme or make people smile. All it has to do is get the message across. Make sure that an average voter, hearing the slogan for the first time, knows what the message is just from hearing the slogan.
- 2. Keep it short** - Slogans need not be whole sentences, and should never be more than one sentence. Most good slogans are only a phrase or two linked together. Keep the slogan short.
- 3. Use emotions** - During campaign season, the voters are bombarded with dozens of slogans from dozens of different candidates. In order to make one's slogan memorable, use emotional words that make an impact on the voters and cause them to remember the slogan and the message.

SPEAKING IN PUBLIC

Speaking well in public is an important part of campaigning. The best way to improve public speaking skills is through practice, practice, practice. The following are tips for speaking in public.

The candidate should:

- Speak slowly and clearly
- Stay focused on the topic
- Keep her speeches short
- Share personal stories and examples
- Speak loudly
- Make eye contact with her voters
- Be relaxed and confident
- Stand straight

- Use some humour
- Know her topic
- Repeat her campaign message
- Read her audience to check for their 'temperature'

BUILDING THE CANDIDATE'S PROFILE

Building the candidate's profile is part of message development. The candidate should:

- Make herself visible and build her public image
 - Campaigns are about image building. Study the people's culture and meet their expectations. If they respect married women make sure you show off your husband. If you are unmarried devise a strategy to diffuse the marriage stigma.
- Show that she is compassionate and sensitive to the needs of others by visiting the sick, attending funerals and other community activities. Devise a strategy that reaches out to widows, orphans and the elderly. This is the image the people have of a leader so try to live up to it. People will not always remember what you said or did but they will always remember how you made them feel.
- Develop leadership skills that distinguish her from her opponent.
 - Avoid mudslinging; stick to the issues
 - Keep time so that people have a good impression of her
 - Respect her voters and listen to them politely
- Articulating her achievements and abilities
 - Let people know of her abilities and achievements
 - Work towards keeping visible at the party and community level
- Marketing herself
 - Elections are about selling oneself and one's

party whilst positively portraying that one is a better choice than their opponents.

- Images are very important. The candidate should make sure she leaves a lasting image on her voters.
- The nomination should create the impression that she has massive support.
- Her posters should be colorful with a good picture of her. She should cut an image that she will constantly portray as a trademark that people can identify her with. She should use this trademark whenever she appears in public.

WRITING GOOD SPEECHES

Below are six key steps to writing good campaign speeches. The candidate should:

Establish her relationship with her voters by discussing a shared concern

'Hello my name is.... and I am standing for the position of I would like to talk to you about problems I can solve if you elect me. One of the concerns I share with you is our community's financial problem. Everyday I see my brothers and sisters having a difficult time finding money for their basic necessities such as salt or soap.'

State the problem, how it affects the voters and support it with evidence

'I have observed a great number of people who are having many difficulties raising enough money for day to day living. The people of this community do not have enough opportunities for raising money. Many voters have shared with me their struggle for money and their frustration because there are limited opportunities for making money here in our community'

State her position on the issue

'I believe that in order to address the problem we shouldIf I win this election, I promise to improve our community by.....I will work to increase opportunities for the community to gain extra income.'

Identify the opponent and link the opponent with the problem

'My opponent is not concerned with the financial struggles of the community. Unlike my opponent, I believe that every citizen must have the opportunity to make enough money for his or her family. These are hard economic times and we need action now. If you vote for me, I will take action immediately.'

Give her solution to the problems and show how it benefits the voters

'If I am elected I will(solution to problem).'

Show the voters how the community would benefit the problem were solved

'In closing I would like you to imagine what our community would be like if I am elected. There will be (Solution). Please vote for me so that I can make this vision of a wealthier, happier community come true.

Lastly I would like to say that your valuable vote would provide me an opportunity to work for the development of our community. In order to help me improve our community's economic situation, I request that you vote for me.'

Writing the speech is one thing. Presenting it is quite another. Below are some tips to help candidates make winning presentations:

There are three things the candidate needs to think about when planning her presentation: **Her message, Her audience and Herself.**

When one makes a presentation everyone's attention is directed at the person and what they are saying. The candidate must ask herself three questions:

- What do I want to talk about?
- Who am I talking to?
- How do I want to present myself?

The candidate's message: What do I want to talk about?

- Think about the purpose of the presentation.

What is the event and what objective are you trying to achieve? This will help you plan what you are going to say. Try to find out more about the topic carry out research.

- You should think of three main issues that you want to talk about the subject matter. These will be used to make the body of your presentation.

How do I want to say it?

- Choose your presentation style. Is it a serious topic or can you make use of good humor to keep the audience interested? Will you need visual aids and a public address system?

The candidate's audience: Who am I talking to?

- You should carry out research about your audience. Who are they? What are their interests? What problems do they have? How does the subject matter affect them? What do they already know about the subject?
- When you plan your presentation make sure you address the needs of the people you are talking to. Try to make the presentation interesting for them. Ensure that you do not offend them, observe cultural and religious sentiments.

The candidate herself: How should I present myself?

- **Present yourself with confidence**
- **Personal Appearance.** - When you are making a presentation everyone looks at you. You should be neat and smart. Do not put on bright colors. Avoid too much make-up or flashy jewelry these will distract your audience. The way you present yourself determines how the people listening to you will take your message. The focus should be on the message and not on you.
- **Body Language.** - Your body makes 50% of your message i.e. your hands, legs, face, eyes and voice. Make sure you stand straight with your feet slightly apart. Your hands and arms

should be held near your waist. Do not put them behind you, akimbo or in your pocket. Do not point fingers.

- **Eye Contact:** Engage your whole audience by looking around the room at various intervals. This helps you see if they are listening to your message. If you feel shy look slightly above them.
- **Facial Expression:** Smile. Your facial expression should suit the occasion. Your facial expression should be relevant to your message
- **Voice:** Try to speak loudly so that everyone can hear you. Vary the tone of your voice. Use pauses to stress important issues. Raise your voice and lower it to put emphasis on your words.
- **Handling Fear** - We all feel scared before we speak to people. So consider this normal. A little adrenalin will help you perform well. If you prepare your message well and find out about your audience you will feel more confident. Before you make your presentation do the following:
 - Visit the venue early so that you get used to the place.
 - Before you go up to speak take a deep breathe and release it while counting up to 10.
 - Be confident and practice your presentation.
 - Be smart so that you feel good about yourself. Start with a small joke to make everyone feel at ease.

OVERCOMING YOUR FEARS TO BECOME A GREAT SPEAKER

“All the great speakers were bad speakers at first.”

- Ralph Waldo Emerson, 1860

One thing many women have to overcome is their fear of speaking in public. The only way to perfect speaking in public is by constant practice. The only way to get the constant practice is for the candidate to look out for and utilise opportunities to speak in public - especially through attending meetings or functions critical to win her support. Below are a few tips on how to overcome one's fear of speaking in public:

If your heart is beating hard and fast remember that only you can hear your heartbeat. No one else can. It is important to breathe slowly and deeply. Concentrate on your speech. Focus on someone in the audience you are comfortable with for a few moments. Your heart rate will become slow once you become immersed in your presentation.

For trembling legs or hands you also need to relax, take several slow, deep breaths. Contract and then relax the shaking muscle. Shift your weight on your foot to stop your leg from shaking. Use large hand gestures that move your hands and arms.

For a weak or trembling voice, the problem is simply caused by irregular breathing. You can easily eliminate a shaking or cracking voice by slowing your speaking rate and gaining control of your breathing rate. Intentionally slow your speech, inhale and lower the pitch as you continue.

For a dry mouth, if you can stop and take a drink of water, do so (thus it would be safe to carry around your own drinking water). Hold it to your mouth for a few seconds before swallowing. Pause for a few seconds and relax. Breathe to relax. If you cannot take a drink, pause or stop to collect saliva in your mouth and hold it there for a few moments before swallowing.

For perspiration, try to ignore it as much as possible or wipe yourself very briskly with a handkerchief and then

continue with your speech. If you are one who sweats a lot under the armpit when you are nervous, do not wear clothes that reveal the sweat, otherwise you will have the added fear that people are seeing the sweat spread. If you sweat a lot behind your legs when nervous, again the trick is to wear something long so that people do not see the trickle of sweat making its way down your legs.

More than anything else, relaxation is the key to delivering great presentations to groups. Delivering presentations in conversational tones is one of the easiest ways to force yourself to relax.

HOW, WHEN AND WHICH MEDIA TO USE

Once the candidate has developed her message she needs to get it out to the people. She needs to get it heard and repeated as often as possible. And that is where the media comes in. There are many avenues through which the candidate can get her message out and some of them are:

Press Releases: When the candidate has done something newsworthy, she should let reporters know. Comment on issues in the community. Even if the candidate's press conferences do not get covered, they allow reporters who will be covering the race to begin gathering information about her.

Radio Programmes or Talk Shows: Almost all radios in Uganda have either programmes that cover local events or they have talk shows. The candidate should endeavour to get herself to be a guest at talk shows - and the way this is done is if the media know what issues she is standing for. It does no harm to even call the station manager and tell him or her that the candidate is available to speak about certain issues of importance to the community. Because most of our communities are illiterate, radio is one of the best means for candidates to use to get their message out to the electorate.

Letters to the Editor: If there is an issue the candidate wants to comment on or raise, she should send a letter to the editor.

Opinion Pieces: Both English dailies now run opinion pieces every day of the week. The candidate should write opinion pieces on issues she feels strongly about and which are important to her voters.

TV: This is one other media avenue that the candidate can use. Again, the two major TVs in Uganda host a variety of talk shows. Where possible, the candidate should participate in such shows. That way the candidate is not only heard, she is also seen by her potential voters.

Other suggestions for media use

The candidate should begin developing relationships with reporters who may cover her race. She can arrange meetings with them, or just call them to introduce herself and let them know about some of the work she is doing.

The candidate should follow the news daily and look for opportunities to comment on issues that tie into her message.

CASE STUDIES ON USING THE MEDIA



HON. BETTY AMONGIN SAYS:

“I used the local media, Rupiny newspaper at first when I wanted to declare my intention to stand. I had an interview with them and put

across what I felt was important for me to introduce my candidature. Through the campaigns, I would ask for a reporter to cover the areas I traveled to. It is important to use the media because you cannot be in all areas in a constituency in a short time. I also used radio to reach out to the people. After the campaigns, people were telling me about the radio messages, which would be subjects of dis-

cussion afterwards. Radio was also important to me for calling people to the rallies, making announcements and getting my issues across to the electorate.”



HON. MARY KARORO OKURUT SAYS:

“The media are very important. I built some kind of fraternity with them. I would call them for press briefings. I built a rapport with the media. You shouldn't distance yourself from the media. You should issue press briefings and talk to journalists whenever possible.”



HON. BEATRICE KIRASO SAYS:

“Personally I used the local radio, VOT. I had several radio programs through which I could put my message across. But for those who are new, it is important not to wait

until the campaigns have started. I think the media will work better for you if you have been media friendly all along. You have to be in touch with the radio stations. For me I have been in touch with our local radio stations, they are aware of my programs and cover me whenever I am in the district. It has been an ongoing relationship. When the campaigns start it is not something new, where you are going to the media all of a sudden because you are now campaigning.”

CONSTITUENCY OUTREACH

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Once the candidate has decided that she is going to stand and has developed her campaign strategy, developed her message and raised some funds to run her campaign, it is now time to go out and seek the votes she needs to win in order to get elected. Campaigns can be a daunting task and for first timers it may even be difficult to know where and how to begin - but begin she must. This segment of the manual is intended to give the candidate some tips about how to campaign in order to win.

OBJECTIVES OF THE SESSION

The objective of the lesson is to strengthen the women's knowledge of campaigning in their locality.

DEFINING AN ELECTION CAMPAIGN

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

THE PURPOSE OF CAMPAIGNS:

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

THE CAMPAIGN ENVIRONMENT

The four environments that the candidate operates 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:** Aspects of your life,

background, education, track record, personality, achievements you can use or diffuse to support your candidature?

Knowing the above helps the candidate know and plan how to reach out to the electorate in order to get the votes she needs to win.

KNOWING THE VOTES ONE NEEDS TO WIN

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

IDENTIFYING AND TARGETING VOTERS

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

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

The candidate should target the voters both geographically and demographically, i.e. based on where they stay and based on demographic factors such as income, age,

ideology, profession, education and gender.

MAKE CONTACT OVER AND OVER AGAIN

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

MAINTAIN CONTROL

By targeting her voters before she begins her campaign and incorporating this targeting into every facet of her campaign plan, the candidate will be able to stretch her resources much further than if she simply "goes out and campaigns." The candidate will be able to maintain control by making sure that the only voters she is 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 her after hearing her message. The formula is straightforward: research, target, plan, contact, win.

ESTABLISHING RELATIONSHIPS WITH THE VOTERS

Voters can be reached in a number of ways. The candidate and her volunteers can go door to door, the candidate can call voters, she can reach them through the media, through attending certain events, or through campaign rallies. The candidate should also think of other creative ways to reach her 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 the candidate needs to have an adequate pool of vol-

unteers to help her with this method of canvassing for votes.

All effective methods of voter contact cost money, time and people. The methods the candidate uses and when she uses them depend largely on her resources and strategy.

The candidate should make sure to track her progress. She should create a data base of her voters and follow up on undecided voters with persuasive communication.

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

- Speak with voters at their homes or where they are most likely to congregate.
- 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

Activity Suggestion: Write each of the tips listed above on small pieces of paper, write each tip twice. Distribute the papers to the women at random.

Ask the women to find the other person in the room with the same training tip.

Ask two women to stand up and using the voter contact tips, demonstrate the right way and the wrong way of contacting voters.

After the demonstrations, discuss further the dos and don'ts of voter contact before sharing the above tips with them.

GETTING YOUR VOTERS OUT ON ELECTION DAY

Get out the vote operations (sometimes called GOTV) are those activities that the candidate's campaign performs to turn out voters on Election Day. Every campaign should implement a get out the vote effort. The key to GOTV efforts is contact. Your goal is to make sure that each and every supporter that you have identified actually makes it to the polls on Election Day.

There are several different ways a candidate's campaign can go about contacting supporters. They can operate a phone bank that calls each supporter to remind them to go vote on Election Day. They can organize literature drops and door-to-door visits to get out the vote. The best option is to utilize several different methods to reach each supporter numerous times.

No matter what method the candidate chooses, her message to the voter is the same: Please remember to vote for me on Election Day. The candidate should remind the voter when Election Day is, and if possible, tell the voter where their polling station is. The candidate should do whatever she can to make it easier for her supporters to go vote. If she is able, she should offer rides to the polls, vans taking the elderly from their homes, directions to the polling stations, etc.

The candidate should not worry about contacting a voter "too often." Common sense should prevail (don't call a supporter at 7am on Election Day telling them to get out of bed and go vote), but it is fine if a supporter is reminded to go vote several times on Election Day. The campaign team should begin making phone calls and visits to remind supporters to vote before lunch time, and should continue making calls right up until the polls close. Remember: each and every vote puts the candidate closer to victory.

Get out the vote campaigns are an essential component of victory for the candidate. By identifying supporters, reminding them to go vote, making it easy for them to go to the polls and keeping track of who has gone to vote, the candidate's campaign team can organize an Election Day effort that will help put the candidate, over the top.

CASE STUDY ON WINNING VOTERS

HON. MARY KARORO OKURUT SAYS:



"You have to know what the voters want. What are the key issues in your constituency? You have to get your platform from the people's needs. You should do research. After that, figure out what you can do to address the aspirations of the voters. You have to be realistic. For instance, I stood my ground. I told the voters I could not make promises I could not meet. "

HON. MIRIA MATEMBE SAYS:



"I started my political career in the LC structure - right at the village level (LC I). At LC II level what I did to get votes was to go around the 23 villages in the Parish. After working all day at office, I would use public transport or walk to these villages to spread my message of equality for women. I would tell the village women that we had been denied our rights and that it was time to speak up and to challenge the status quo. Now was the right time to speak up and to challenge the unfair and unjust treatment we all faced as women. I spent about one month moving about in this way. My activities at this time began to make an impact. I could even be heard on Radio Uganda talking about women's rights. In addition stories about my addressing LC meetings began to appear in the newspapers. This is the time the Matembe name started to be known and that in part helped me to win elections. "

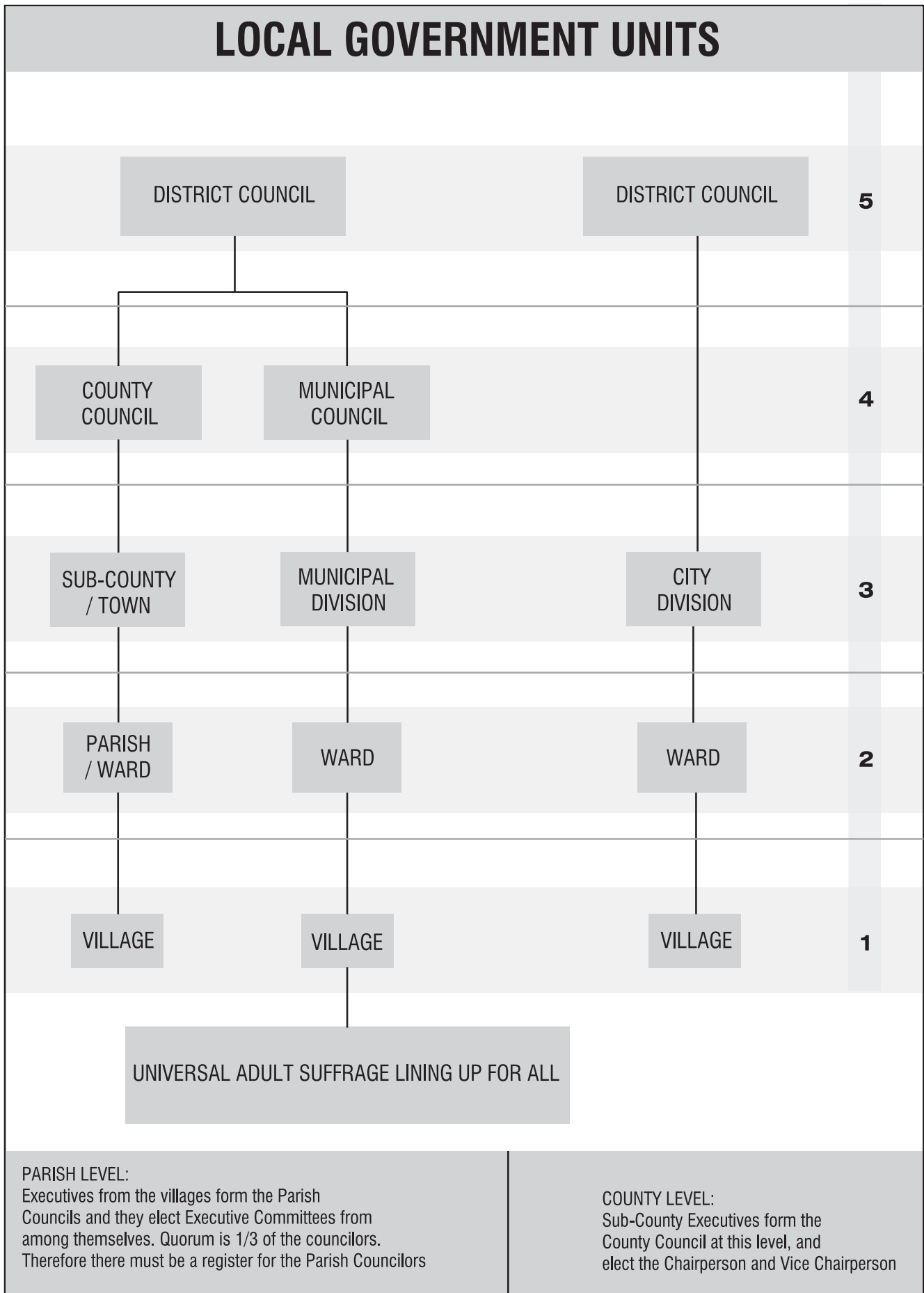
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APPENDIX I



APPENDIX II

NDI WORKSHOP: WIN WITH WOMEN: TRAINING OF TRAINERS SESSION II

Monday September 5th 2005

ELECTORAL CODES OF CONDUCT

**Presenter: COMMISSIONER DR. JENNY B. OKELLO
UGANDA ELECTORAL COMMISSION**

An Electoral Code of Conduct can be simply defined as rules and regulations that govern the conduct of an electoral process at a given time. These regulations differ from country to country depending on how a particular nation chooses to regulate itself in elections.

1. THE CASE OF UGANDA

Elections in Uganda are regulated by a multiplicity of both principle and subsidiary legislation. The applicability of a particular electoral legislation is dependent on the type of election that is being conducted at a particular time. For instance, the Presidential Elections Act is applicable when Presidential elections are being conducted, the Parliamentary Elections Act is applicable when Parliamentary elections are being conducted and the Local Government Act is applicable when the Local Government Elections are being conducted.

The body mandated to manage elections in Uganda was set up by an Act of Parliament – Electoral Commission Act Cap. 140. The above cited Act also regulates the national voters' roll, registration of voters, demarcation of electoral districts, etc

2. ELECTION PROCESS

Generally, an election goes through various stages which are briefly described herein after.

2.1 Registration of Voters

Registration of voters in Uganda is a continuous

process and is regulated under s.19 of the Electoral Commission Act. A person can only be registered as a voter if he or she is

- a) a citizen of Uganda and
- b) eighteen years of age or above.

Registration of voters takes place at a parish or ward where the person seeking to register resides or originates.

Transfer of Registration Particulars

The Electoral Commission Act makes provision for the transfer of a person's registration particulars. This applies to persons who are registered in one place but for personal reasons decide to vote from elsewhere. However, the above provision still holds.

S.19 (4) empowers the Electoral Commission to transfer such a person's registration particulars upon application. This is, however, only possible when the voters' register is being revised or updated.

It is important to note that only persons whose particulars appear in the register are entitled to vote at any given election.

Offences Related to Registration

Offences related to the registration exercise are spelt out in s.29 of the Electoral commission act and include, amongst others, the following-

- Making a false statement of fact in any application for registration as a voter knowing it to be false;
- Procuring the registration of fictitious persons
- Registering twice on the voters' roll.

2.2 Nomination Process

The nomination process is regulated by different laws depending on the type of election being conducted. The nomination process is a process where persons who wish to contest for an elective office present specified legal requirements to officers of the Electoral Commission for verification. In case of Presidential and Parliamentary elections, the requirements are specified in sections 9 and 5 of the Presidential and Parliamentary Acts respectively, and include-

- evidence of Uganda citizenship;

- evidence of registration as a voter;
- evidence of completion of S.6 (advanced level education) or its equivalent.

Once the verification is completed successfully, the person becomes eligible to contest for the election and is thereafter referred to as a candidate.

2.3 CAMPAIGNING PROCESS

After nominations, the campaigns for the elective officers begin. Campaigns are also regulated by different laws depending on the election that is being conducted. In Parliamentary Elections, campaigns are regulated by sections 21-26 of the Parliamentary Elections Act. This guarantees, among other things, freedom of expression and access to information in the exercise of the right to campaign; provision of adequate security by the Electoral Commission during campaigns and equal treatment, as far as is possible, to all candidates by public officers.

Offences Related to Campaigning

The Parliamentary Elections Act spells out offences related to campaigning amongst which are the following-

- no candidate is authorized to use government or public resources for campaigns;
- making statements which are known by the candidate to be false is prohibited;
- making statements containing sectarian words is prohibited;
- the use of derisive or mudslinging words against another candidate is prohibited.

Contravention of any of these provisions constitutes an offence liable to conviction to a fine or imprisonment, or both.

The Parliamentary Elections Act further specifies that:

(5) The Commission may use guidelines to be complied with by every candidate while conducting his or her campaign for the election under this Act.

2.4 Polling/Voting Process

In parliamentary elections, polling is regulated by sec-

tions 28-47 of the Parliamentary Elections Act. Polling day, time and the stations have to be gazetted by the Electoral Commission as a matter of law.

The outlay of the polling station is also defined by law-section 30 of the above cited Act states that the polling station has to be located in an open ground, or where there is no open ground, in large premises of convenient access, having an outside door for admittance of voters and an exit door.

Voting at all polling stations is by secret ballot using one ballot box at each polling station for all candidates. The law also requires that candidates' agents must be permitted to access the polling station in order to witness the polling exercise.

Polling Related Offences

Polling related offences are contained in the Presidential/Parliamentary Elections Act and include the following-

- Voting more than once;
- Use of loud speakers within hearing distance of a polling station to promote or demote a particular candidate;
- Carrying arms within one kilometer of a polling station;
- Campaigning beyond midnight of the day before polling;
- Inquiring or attempting to see the choice of a voter on part of the presiding officer.

Offences under this section also carry specified fines.

2.5. Counting of Votes and Declaration of Results

This is the final step in an electoral process. Section 48 of the Parliamentary Elections Act makes provision for counting of votes at the polling station by the presiding officer at close of voting. The law further requires that no votes are to stay uncounted over night. It is therefore the duty of the presiding officer at a polling station to ensure that all votes are counted on polling day.

On completion of counting at a polling station, the presiding officer must announce the result at the station and fill the necessary number of copies of the declaration of results forms for transmission to the Returning Officer.

It is the duty of the Returning Officer to collect the declaration of results forms from the polling stations. The declaration of results forms are then used by the Returning Officer to make a final tally to determine the winner of the election. Once the winner is determined, the law requires that the Returning Officer declares him or her duly elected.

However where there is an equality of votes or where the number of votes separating a candidate receiving the highest number of votes and any other candidate is less than fifty, the Returning Officer is required to recount the votes upon formal application by any of the candidates.

Briefly that is how an election progresses in our current legal framework.

3. Electoral Commission Code of Conduct for Election Officials

The Electoral Commission has formulated a code of conduct for election officials- the code is designed as a guide to election officials in the execution of their duties. All election officials appointed by the Electoral Commission are bound by the code in execution of their duties. The code's main objective, however, is to facilitate fairness in the electoral process to all the participants.

The Electoral Commission has also drafted a Code of

Conduct for Political Parties, Candidates and Party/Candidates' Agents. This shall be discussed with Political Parties soon. It is the hope of the Electoral Commission that the code shall be adopted.

4. Proposed Code of Conduct for Political Parties and Organizations in Uganda

In June 2004, the Government of Uganda and the political forces consultative forum consisting of 12 political parties, signed a Memorandum of Understanding which contained a code of conduct for political parties and organizations. The code of conduct was aimed at regulating political parties in the conduct of election related activities.

It is important to note that the Memorandum of Understanding was not signed by the major political parties in the country; therefore its applicability is restricted to those who signed it.

In conclusion, the codes of conduct for election officials and political parties may not be binding in Uganda today because they lack legal sanction. Reliance is therefore placed on the current legal framework on election matters to guide the actions of both participants and election officials in an election.

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