

# WOMEN LEADING CHANGE

IN POST CONFLICT GOVERNANCE PROCESSES

- An Exchange Visit Report for Women Political Leaders to Uganda



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# WOMEN LEADING CHANGE

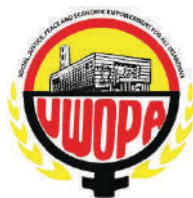
## IN POST CONFLICT GOVERNANCE PROCESSES

An Exchange Visit Report for Women Political Leaders to Uganda

2019



**Women's  
International  
Peace Centre**  
Amplifying Women's Voice and Power



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**AFRICAN WOMEN'S  
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# Acronyms



<b>CEDAW</b>	Convention on the Elimination of all Forms of Discrimination against Women
<b>CPA</b>	Comprehensive Peace Agreement
<b>CSO</b>	Civil Society Organisation
<b>DSRCC</b>	Deputy Special Representative of the Chairperson of African Union Commission
<b>FDC</b>	Forum for Democratic Change
<b>Isis-WICCE</b>	Isis-Women's International Peace Centre
<b>NGO</b>	Non-Governmental Organisation
<b>NRM</b>	National Resistance Movement
<b>Rt</b>	Right Honourable
<b>UPDF</b>	Uganda People's Defence Force
<b>UNSCR</b>	United Security Council Resolution
<b>UWOPA</b>	Uganda Parliamentary Women's Association

# 01

## Introduction

Women's full and effective political participation is a matter of human rights, inclusive growth and sustainable development<sup>1</sup>. The active participation of women, on equal terms with men, at all levels of decision-making and political involvement is essential to the achievement of equality, sustainable development, peace and democracy; and the inclusion of their perspectives and experiences into the decision-making processes. Strategies to increase women's participation in politics have been advanced through international and regional conventions, protocols and agreements for gender mainstreaming. However, the effectiveness in achieving gender parity is yet to be attained.

South Sudan had a major breakthrough for women's participation in politics after the signing of the Comprehensive Peace Agreement (CPA) in 2005 which stipulated a 25 percent for women's representation in all levels of government in recognition of their roles and contributions to the liberation struggle<sup>2</sup>. The interim period (2005-2011) witnessed an increase in the number of women in decision-making positions of the Government of South Sudan.

Currently, South Sudan has relatively high female political participation in comparison to other African countries. Currently, 29% of parliament seats are held by women<sup>3</sup>. This achievement is an outcome of collective efforts by international development partners, women's organizations and other peace actors in mobilising women to participate in the 2009 elections that saw them gain decision making positions in the governance of South Sudan. Women are part of the dynamic political process to promote the rights of women, good leadership, and advocate for strong institutions and appropriate service delivery.

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1 <http://www.oecd.org/mena/governance/womens-political-participation-in-jordan.pdf>

2 Interim Transitional Constitution of the Republic of South Sudan. Retrieved August 2012 from [http://www.sudantribune.com/IMG/pdf/The Draft Transitional Constitution of the ROSS2-2.pdf](http://www.sudantribune.com/IMG/pdf/The_Draft_Transitional_Constitution_of_the_ROSS2-2.pdf)

3 <https://www.hrw.org/report/2013/03/07/old-man-can-feed-us-you-will-marry-him/child-and-forced-marriage-south-sudan>

As the country shapes its future, it is important for women political leaders to double their efforts towards effective, meaningful governance, and also confront gendered power relations to guarantee gender equality. These steps cannot be realized unless women have requisite skills and knowledge to take the lead in effecting change.

The Democratic Republic of Congo (DRC) is the second largest country in Africa with 51% women compared to men<sup>4</sup>. However, this numerical difference has no influence on women’s political participation. Several factors lead to low participation of women in political decision making such as traditional and cultural barriers that lead to low self-esteem, gender-based violence; poverty and illiteracy; insufficient resources allocated to women’s leadership structures, weak coordination of women’s organizations; persistent discrimination against women in the legal framework and non-compliance. Despite a progressive Constitution that established a legal basis for gender equity policies, women currently occupy only 7.2% of positions at the highest level of decision making at national level in parliament and government<sup>5</sup>.

Furthermore, the DRC electoral law, which was amended in 2016 was a serious obstacle to women’s rights and freedoms. It imposes many constraints, including the requirement of candidates to reach a threshold of support of at least 1% of votes at the national level. As a result, no provincial election nomination file was filed by the deadline date in some constituencies. This law also discriminates specifically against women in the electoral contest and doesn’t take into account their socio-economic conditions. It states that a deposit of US\$ 1,000 must be made by candidates<sup>6</sup>. This is an astronomical sum for women and young people living on an income of less than US\$1 per day. Women’s exclusion affects all levels of society in DRC, it is visible at the community level, where women are largely absent from local decision-making bodies, as well as the local, provincial and national political levels.

Uganda is one of the countries that are celebrated as one of the success stories of post conflict governance with 34.8% of women representation in parliament and 45.7% at local level. This milestone is attributed to a gender sensitive Constitution and the affirmative action approach to women’s political participation. Article 3, Paragraph (vi) of the Constitution stated that, “The state shall ensure gender balance and fair representation of marginalized groups on all constitutional and other bodies.” Article 78 (b) allowed a reserved seat for one-woman district representative in the Parliament<sup>7</sup>. This has been replicated in other laws, such as the Local Government Act (LGA), which establishes a one-third minimum representation of women at the local level<sup>8</sup>. Likewise, the women’s movement is considered to have contributed to the success of achieving these numbers in terms of advocating and promoting women’s representation at all leadership levels.

## Female Political Participation

### Parliament Seats (%)

#### South Sudan



#### DR Congo



#### Uganda



4 <https://africa.unwomen.org/en/where-we-are/west-and-central-africa/democratic-republic-of-congo>

5 <https://africa.unwomen.org/en/where-we-are/west-and-central-africa/democratic-republic-of-congo>

6 <https://reliefweb.int/report/democratic-republic-congo/peace-equal-political-participation-women-drc>

7 The Constitution of the Republic of Uganda 1995

8 The Local government act 1997



# 02

## The Regional Exchange Visit

Regional Exchange Visits are a key component of the Women's International Peace Centre's training and capacity development approach. Women spend most of their lives in their communities and hardly get opportunities for interaction and exposure with others. Exchange visits enhance dialogues between leaders, are a source of guidance, new energy and initiatives towards social change. Exchange visits break boundaries and create a new awareness to other realities.

*“Many of us are leaders but with less or no experience. We would like to know what other women leaders do, how they remain afloat despite the challenges and how they do their work. We would like to understand how other countries are achieving gender equality.”*

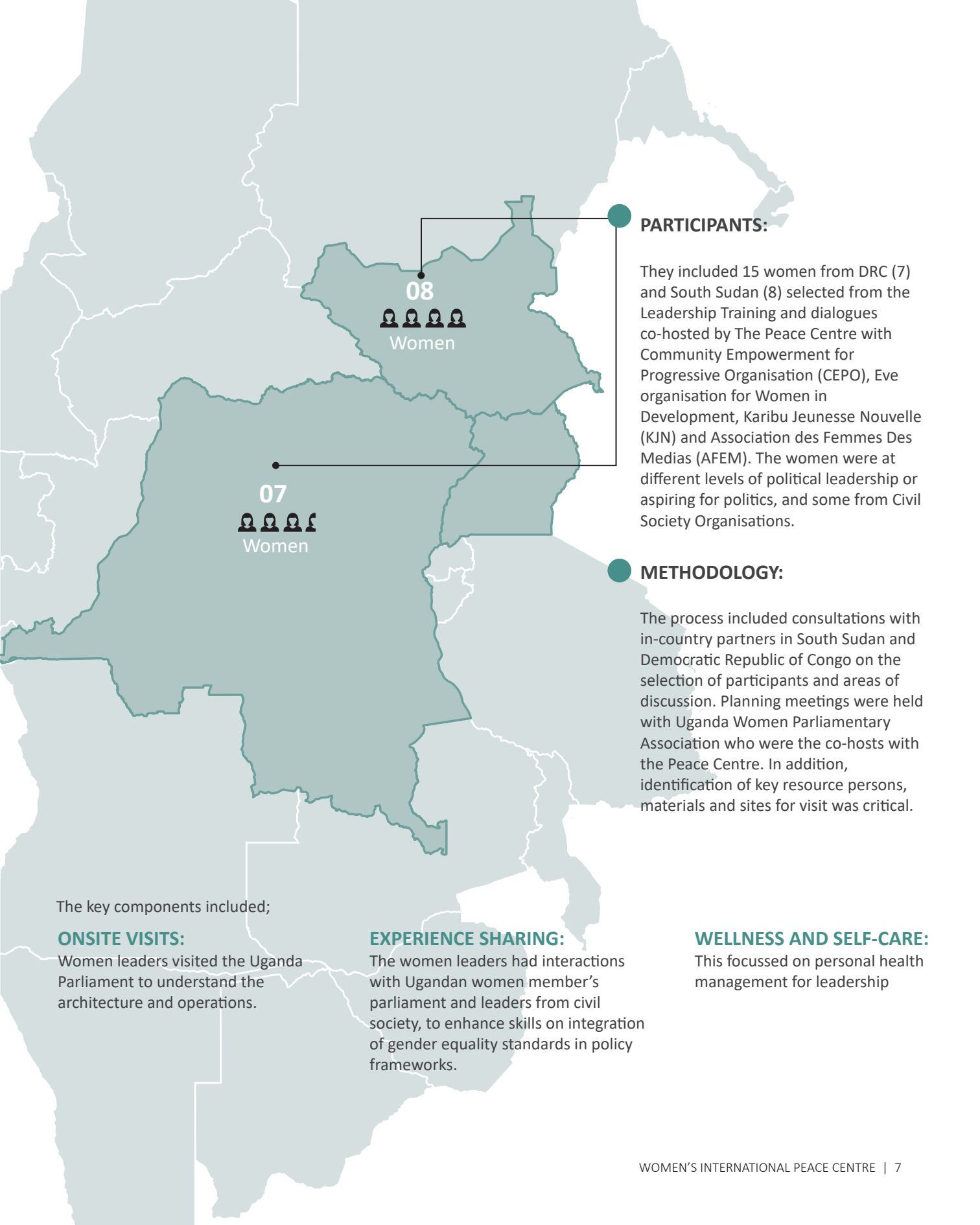
The 2019 Regional Exchange visit was an opportunity for women leaders from South Sudan and Democratic Republic of Congo to interface with Ugandan Women leaders. The Regional Exchange Visit was hosted by Women's International Peace Centre and Uganda Women Parliamentary Association from 29th to 31st October 2019.

The objectives included;

- i. To facilitate experiential learning, practical lessons and skills on how to influence the implementation of UNSCR 1325.
- ii. To strengthen movement building and lobbying for policy influence







**PARTICIPANTS:**

They included 15 women from DRC (7) and South Sudan (8) selected from the Leadership Training and dialogues co-hosted by The Peace Centre with Community Empowerment for Progressive Organisation (CEPO), Eve organisation for Women in Development, Karibu Jeunesse Nouvelle (KJN) and Association des Femmes Des Medias (AFEM). The women were at different levels of political leadership or aspiring for politics, and some from Civil Society Organisations.

**METHODOLOGY:**

The process included consultations with in-country partners in South Sudan and Democratic Republic of Congo on the selection of participants and areas of discussion. Planning meetings were held with Uganda Women Parliamentary Association who were the co-hosts with the Peace Centre. In addition, identification of key resource persons, materials and sites for visit was critical.

08



Women

07



Women

The key components included;

**ONSITE VISITS:**

Women leaders visited the Uganda Parliament to understand the architecture and operations.

**EXPERIENCE SHARING:**

The women leaders had interactions with Ugandan women member’s parliament and leaders from civil society, to enhance skills on integration of gender equality standards in policy frameworks.

**WELLNESS AND SELF-CARE:**

This focussed on personal health management for leadership

# 03

## Interface at Parliament of Uganda

### 3.1. Welcome

#### 3.1.1 Uganda Parliament Women's Association (UWOPA)

Hon Veronica Bichetero, welcomed the visiting women leaders. She commended The Peace Centre for her track record and consistency on Peace and Security since 1995. She recalled that she was introduced to the research on women's experiences in armed conflict in Uganda when The Peace Centre launched her report findings. This opened her eyes on the deep effects of war to women and girls. She also praised the Peace Centre on the great job of popularizing the UNSCR1325.

She shared UWOPA's background and its contribution in promoting gender equality in Uganda. The Association was established during the 5th parliament of Uganda (1989-1999) by a group of women members of parliament and two of them are still in parliament (Hon. Rebecca A. Kadaga and Hon. Cecilia Ogwal). The association is a parliament caucus comprising of all women members of parliament but open to male members as associates or honorary members. It is aimed at engendering the legislative process, creating awareness campaigns and encouraging lobbying and advocacy, networking, exchange programmes, training and institutional and organizational capacity building. UWOPA provides a forum for women members of parliament to discuss, share experiences and support activities that facilitate women's participation and leadership in all dimensions of politics including socio economics, science and technology.

#### 3.1.2 Women's International Peace Centre

The Board Chairperson, Ms Elizabeth Lwanga welcomed delegates from South Sudan and DRC. She thanked the Honorable Speaker of the Parliament of Uganda for receiving women leaders and acknowledged UWOPA members and staff for always partnering with the Peace Centre and providing the platform.

She shared that Women’s International Peace Centre formerly known Isis-Women’s International Cross-Cultural Exchange (Isis-WICCE) is a feminist organisation with a mission to ignite women’s leadership, amplify their voices and deepen their activism in re-creating peace. Founded in 1974, The Peace Centre works with partners in conflict and post-conflict contexts across Africa and Asia, using its home-grown WEAVE model to catalyse women’s power for peace by integrating research, documentation, holistic wellbeing, skills and movement building as well as advocacy.

The Peace Centre’ work aligns with international human rights frameworks such as UNSCR1325<sup>9</sup>, the 1993 Vienna Declaration and Programme of Action<sup>10</sup>, the 1995 Beijing Declaration and Platform for Action<sup>11</sup>, the Sustainable Development Goals, the African Union Agenda 2063 which reinforce women’s roles in decision-making on peace and security.

She informed participants that the Regional Exchange Visit is a strategy which is a part of the Peace Centre’s project aimed at strengthening the capacity of women leaders to engage and influence post conflict decision-making and demanding accountability from policy makers on the meaningful inclusion of women in governance and decision making in South Sudan and Democratic Republic of Congo. This interaction between women Members of the Parliament of Uganda and women from Democratic Republic of Congo and South Sudan is organized with the objective of enhancing skills on integration of gender equality standards in policy frameworks. She added that the regional exchange visit is also in the context of the Peace Centre’s Feminist Institute, whose objective is to facilitate experiential learning, practical lessons and skills on how to influence the implementation of UNSCR 1325, specifically the pillar on participation, and to equip participants, with knowledge on movement building and lobbying for policy influence.

She affirmed that Uganda is one of the success stories of post conflict governance with 34.8% of women in parliament. This milestone is attributed to a gender sensitive Constitution and the affirmative action approach to women’s political participation, constant advocacy, capacity building and other initiatives promoting women’s representation at all levels, partly done by the Women’s Movement. She shared the following statistics; Between 2018 and 2019, in cabinet:

**03** | 3 countries: **Ethiopia, Guinea Bissau and South Africa** attained gender parity in Cabinet.

**06** | **6 governments have more than 20% of women** representation in Cabinet: Mali at 34.4%; Kenya at 29%; Ghana at 27%; Togo at 23%; DRC with 22.8% and South Sudan at 20%.

The recent evaluation of 24 countries in Africa by the African Union Office of the Special Envoy on Women, Peace and Security shows that:

**07** | **7 out of the 24 countries** have met the global target of 30% minimum women’s representation in parliaments. These are Burundi, Mozambique, Rwanda, Senegal, South Africa, Tunisia and Uganda.

**61.3** | **Rwanda is still leading globally** with 61.3% female representation in its Lower House of Parliament.

She concluded that sharing of experiences will provide knowledge and encouragement to strive more to improve the situation of women in political leadership in different countries.

9 on Women, Peace and Security which calls for measures to support local women’s peace initiatives and indigenous processes for conflict resolution(art 8, parag b);

10 which emphasized that... the human rights of women and of the girl-child are inalienable, integral and indivisible part of the universal human rights...and agitated for the elimination of all forms of gender based violence ...(Article 1:18)

11 Flagged 12 key areas and women peace and security

## 3.2 Uganda's Journey To Affirmative Action

### *Honourable Veronica Bikyetero*

The struggle for equality has been a long battle that still continues into the present day. All over the world, there is a natural order that places women in a different bubble from men. In this natural order a woman is supposed to be submissive to the man, be obedient and in some cases the woman is not allowed to make decisions that affect her livelihood. Because of the oppressive system caused by patriarchy, this has seen women move out of their comfort zone and struggle for their rights and make an impression on the world.





Uganda is one of the African countries which has reached 34.8% of women representation in Parliament; she attributed this success to the gallant women like Hon.Miriam Matembe, Hon.Mary Maitum, Hon.Cecilia Ogwal, among others. These women ensured that all women issues recommended by the women's movement are embedded in the 1995 Constitution of the Republic of Uganda. In Uganda, policies and laws have been created to provide platforms for women participation at various levels in social, economic, political spheres of influence geared towards gender equality and equity. For example, the law provides opportunity for women to go for a direct seat in parliament, the principle of affirmative action, for example at the university, girls are added an extra 0.5 points for entry to any government university. Furthermore, in the 135 districts in Uganda today, each District has provided a slot for a District woman representative as Member of Parliament representing women from a particular district. In appointing posts like ministerial and Executive or any constitutional bodies, government ensures that at least 30% of those posts are for women.



# Women's International Peace Centre

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This is evidenced by the statistics for the 10th parliament below;

FEMALE MP'S	Total	F	%
Constituency (directly elected)	295	19	6.4
District Women Representatives	122	122	100
Uganda People Defence Force (UPDF)	7	3	43
Workers Representatives	5	2	4
Youth Representatives	5	2	4
Persons With Disability (PWDs)	5	2	4
Ex-Officials	18	9	50
<b>Total</b>	<b>459</b>	<b>159</b>	<b>34.6</b>

Figure 1: extracted from [www.parliament.go.ug/publications/tenth-parliament](http://www.parliament.go.ug/publications/tenth-parliament)

Despite the steps taken by government in upholding gender equality, there is more to be done. The women in parliament and women’s movement are still struggling to pass the (domestic relations bill) now known as the (Marriage and Divorce bill) that has been in parliament since 1980. To be more strategic, “we have separated marriage and divorce, because there was too much resistance on the “divorce” issue. The bill will be returned to parliament hoping that this time we will end the 39 years it has taken without being passed.

## Dialogue

How do we ensure that women access political leadership especially when the one in leadership stays long in power?

### Response

Women are contributing to new approaches to leadership and power that impact social change in communities. It is therefore important that once they are in position, they should maintain and enhance their leadership potential as they work towards mentoring other women and paving way for other women.

How have you dealt with the pull-down syndrome of fellow women?

### Response

You should be aware of the divisions in politics. Men set the rules and women follow. You will automatically find yourself like a club and would pull down other women which benefits men. With experience we have learnt to deal with such issues. Therefore, we support each other correcting one another. Through UWOPA we discuss strategies of managing such behaviours once it occurs.

How do you ensure that you have numbers in parliament?

### Response

South Sudan’s constitution is a replicate of the Uganda constitution, hence the affirmative action and regional representative are embedded in the South Sudan Constitution. Nevertheless, the challenge with South Sudan is that, it still needs a constitution that takes the country into elections because the interim constitution has no clauses for the elections.

Affirmative action has failed in South Sudan because the women don't know how to follow up and advocate for their space. Women in South Sudan must rise up and demand for what belongs to them. "If you do not, the men will not do it for you and you will wait in vain"

The upcoming review of the Constitution is an opportunity to shift the quota of women or the applicability of affirmative action.

How have you dealt with cultural barriers? Do you have laws in place to address this challenge?

#### Response

Cultural barriers are still a challenge in Uganda and almost in other African countries. However, as a country we are guided by the international and legal frameworks such as Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), to which Uganda is a member through Article 7 (a) and (b),<sup>12</sup> and strategic objectives of the Beijing Platform for Action, are all geared towards the effective participation of women. The UNSCR 1325 to which Uganda consented and developed National Action Plan, the 1995 Uganda constitution, articles Article 3<sup>13</sup> Article 78 (b) allows one-woman district representative in Parliament while Article 180 (b) ensures that one third of the members of each local government council be women. Both concessions were achieved through a strong women's lobby and support of gender sensitive men during the Constituent Assembly debates, all encompass affirmative action seats for women.

The Local Government Act 1997 has the potential to strengthen women's participation in local government decision making. The Electoral Commission Act 1997 mandates the commission to organize elections and cater for women's quotas. While the Political Parties and Organization's Act 2005, the Press and Journalists Act, and the Electronic Media Act prohibit negative reporting on women that stand for political posts. These laws help to enhance women's active involvement in political leadership without any hinderance or barriers

Not to forget the women's movement that played a critical role in ensuring women participation and inclusivity. With the leadership of the Uganda women network, a women manifesto was drafted in 2006. The manifesto aimed at giving women a common platform for addressing crucial concerns of women in Uganda through helping more of them to take up leadership positions in politics, especially Parliament.

Do women contest alone, or with men?

#### Response

Each of the districts in Uganda elects one district woman representative to Parliament. Therefore, if a woman is to contest for Woman Member of Parliament, they contest with fellow women. However, there is an opportunity for a woman to stand on the direct seat. In such circumstances a woman will contest with men.

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12 States 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: (a) To vote in all elections and public referenda and to be eligible for election to all publicly elected bodies; (b) 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;

13 The state shall ensure gender balance and fair representation of marginalised groups on all constitutional and other bodies



Do you have people with disabilities in Parliament?

#### Response

Uganda's 1995 Constitution rules that the State shall ensure fair representation of marginalized groups – including persons with disabilities – on all government bodies. As a result, legislators have passed several acts to increase the representation of persons with disabilities in the public sphere. Parliament has reserved five seats for Members who represent persons with disabilities; and every village, parish, sub-county, and district council has to include at least one man and one woman with a disability.

Are District Representatives voted or appointed (women from 135 Districts)? If appointed, are they skilled?

#### Response

There are two categories at the district. The technical team are not nominated, they go through a competitive process of getting a job. They apply for a job, go through interviews and appointed on successful selection. But the elected local council has to go through elections.

### Take home for participants

- \* Get to know your Constitution. Ensure that it is inclusive, eliminates all forms of exclusion.
- \* Be strategic, which institution must be established to ensure inclusion (Youth, disabled, elderly, children, women, etc.)
- \* Work on the key problem which is the implementation; we have noticed that it's a challenge everywhere. We are technically high rated but we are not able to use it. We need strong women, strong movement, using media to advocate, but be also aware that media people are the good people to kill the women's movement, we must make sure that they report positively when it comes to gender.
- \* Do not let your child experience what you passed through. If you were raped, didn't go to school, didn't get shoes, work so hard to prevent it to happen to your child or grandchildren.
- \* Educate your children. In Uganda, education is compulsory. It should be the same in Democratic Republic of Congo and South Sudan.

### 3.3 Gallery Walk in the Parliament of Uganda

A tour of the parliament was guided by the Coordinator of the Protocol in Parliament. He showed the team the Parliament chambers and the sitting arrangement. He shared that, the Speaker, presiding over the plenary, takes up the Chair, which is situated in pole position, in the middle at one end of the Chamber. In front of the Speaker are two seats reserved for the Clerks, who provide technical assistance to the presiding officer. During parliament or plenary, the sitting arrangement of members is done in relation to the Speaker's Chair. Benches to the right of the Chair are reserved for members from the party in government, while Opposition legislators take up benches to the left. Independent MPs have been reserved seats to the left of the Speaker, while representatives of the Army (UPDF) are free to take up any seats available on either side of the floor. The Ministers in government and Shadow Ministers take up the front benches on either side of the Chair. This sitting arrangement is observed in parliaments throughout the Commonwealth countries.

Participants were shown the VIP lounge where the Speaker passes before entering the Chamber and receive her visitors. The security and protocol aspects of the Parliament were shared.

The team further visited the "Baby Center" launched in November 2015, it is within Parliament. It is the designated place where women MPs leave their children. It has staff members who take care of children from 0 to 5 years.



# 04

## Journey In Politics: Women In Political Parties

It is always important to learn from others; how they have managed to stay afloat in leadership despite the challenges they face, how they do their work and the impact their work creates in order to adjust, influence and create lasting change in different respective countries.

The Peace Centre and UWOPA identified some of the influential women to share their experiences. These women joined politics immediately after University, held important positions in the political arena, and are at the helm of decision making.

**1. Rt. Hon. Kasule Lumumba Justine -**  
Secretary General of the ruling party, National Resistance Movement (NRM)

**2. Hon Lydia Wanyoto -**  
the Women League Leader under the National Resistance Movement.

**3. Hon. Winnie Kiiza**  
former and the first woman Leader of Opposition in the parliament of Uganda. (Forum for Democratic Change FDC)



## 4.1 Reflections by the Secretary General of the National Resistance Movement: Rt Honourable Justine Kasule Lumumba

Hon. Kasule welcomed the women leaders and shared her journey from a professional teacher to politics. She is currently the Secretary General of the National Resistance Movement<sup>14</sup>, a position she has held since December 2014. Prior to that she served as the Chief Government Whip in the Cabinet of Uganda from May 2011 until December 2014. She also served as the elected Member of Parliament for Bugiri District Women's Representative from 2001 until December 2014.

She emphasised that Uganda has enjoyed peace for the last 32 years in the Great Lakes region. This has been achieved as a result of the ideology adopted by the leadership of the National Resistance Movement (NRM). The women of Uganda have played a significant role in the attainment of the current atmosphere of peace and tranquillity and this was made possible because of deliberate political support provided to women generally.

She asserted that political parties and organisations can only prosper in a country when the basic fundamentals of ensuring peace and stability have been established i.e. strong pillars of Government, including the Executive, Legislature and Judiciary.

Some of the key milestones for Ugandan women:

- i. 1995 Constitution; prohibited discrimination based on grounds of gender;
- ii. Creation of affirmative seats for Women in the National Legislature and in lower local governments;
- iii. Reservation of 30% of elective positions at all levels, for women (40% under the NRM Constitution);
- iv. Affirmative policy (extra 1.5 points) favouring women joining universities and other tertiary institutions of higher learning;
- v. Establishment of the Equal Opportunities Commission;

### Political career

Hon. Lumumba Kasule Shared that after completing her University education, she worked in Bugiri district (her home district) and was among the few female graduates at the district. She served as the Inspector of schools and also coordinated the water project that introduced her to riding a motorcycle to ease mobility. The motorcycle became her brand in the community, although she was initially criticized for riding a motorcycle as a woman but later the communities started appreciating.

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*The women of Uganda have played a significant role in the attainment of the current atmosphere of peace and tranquillity and this was made possible because of deliberate political support provided to women generally.*

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14 the ruling political party in Uganda

In 2001 she decided to stand for woman representative of parliament on the National Resistance Movement (NRM) ticket, supported and mentored by her father who was a politician. She won the elections, joined parliament at the age of 27 on affirmative action. On joining parliament, she was appointed as the party mobilizer for Bugiri District. She prides in the excellent work she did in mobilizing communities to join the party and ensuring that the work of the party influences the communities.

She further shared that when she was appointed a Minister and Chief whip in her party NRM in May 2011, she was given an office with old furniture, she removed everything and sat on a mat for some time until she mobilized funding from World Bank and provided office furniture for all cabinet ministers. She advised delegates that once given a leadership position they need to work hard to deliver. The tools may not be there and the environment may not be favourable but there is need to be creative, committed and persistent. You will receive blows from all angles but you need to stay focused.

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*“If you just set out to be liked, you would be prepared to compromise on anything at any time, and you would achieve nothing.”*

Hon Justine  
Lumumba Kasule

---

She advised that as a leader they must know how to use their power, when to engage and to disengage, not to fight battles that cannot be won, to speak the truth and to support fellow women even when they are not from the same party. She emphasized that women across political divides should never lose sight of their goals if they are to sustain the positions of influence and governance for gender equality.

She shared tips on how to present yourself in public, the dress code, how to introduce yourself, minding about the audience, respecting people’s time and ensuring that you know the people you work with by names. She advised the delegates to take on every opportunity that builds their capacity into better leaders. She shared that as a young woman with political ambitions she received several trainings on leadership and public speaking from Isis-Women’s International Cross-Cultural Exchange (Isis-WICCE), now the Women’s International Peace Centre and other non-government organisations.

She urged the women leaders to pray in every situation, prayer is key to success, to respect themselves and be alert about the spoilers and users in politics, to clean up their social life, that once it is clean you can challenge the leadership and your opponents but if it is not, they will always use that dark spot to get to you or pull you down.

She finally shared a few tips about campaigning. The personality of the leader is hugely important in a campaign. The campaign goal, the strategy, the message, the style of your campaign, the media you target, the image you project and the voters you try to address are key. Everything has to dovetail with the leader’s personality, and vice versa. Every leader has to display qualities like decisiveness, reliability and consistency.



## 4.2 Reflections by the Chairperson - Women's League of the National Resistance Movement: Hon. Lydia Wanyoto

Hon. Wanyoto is a Ugandan lawyer, politician and diplomat, who served as the Deputy Special Representative of the Chairperson of African Union Commission (DSRCC) based in Addis Ababa, Ethiopia; was a Member of Parliament in the East Africa Legislative Assembly and now a leader of the Women's League in National Resistance Movement (NRM).

In her remarks she thanked the Peace Centre for not being partisan, involving all women without looking at the parties they come from. She shared that women joining political parties is key to a country's development, because women's political participation results in tangible gains for democracy, including greater responsiveness to citizen needs, increased cooperation across party and ethnic lines, and a more sustainable future.

She however noted that being in politics requires one to develop a thick skin. If you do not, the people fighting you can destabilise you and if you are married they can go through your husband, if not married that's even worse because they will use all strategies with fake boyfriends to pull you down. Therefore, learn to calculate your steps, be alert and on top of your game.

She urged the delegates to get advanced in technology. As a leader if you are not tech savvy you are automatically thrown out because the world is shifting to technology and all the current information is online. She advised the delegates to grow and support others to attain the same,

*“knowledge is a must, information is key to success, the world today is digital so advance yourself, work hard to prove your ability”.*

She cautioned on the use of media platforms especially social media. These are very good platforms to share about your work and sensitization. Leaders must avoid sharing their personal life on the social media platforms.

She concluded by informing the delegates that the truth is hard to hear, harder to accept, and harder to change, but always stick to the truth. A rewarding career seldom follows a straight path and there are always sacrifices along the way. But every twist and turn along the journey teaches valuable lessons. “Keep going”; “Keep pushing”; Change will definitely come.





### 4.3 Reflections by Leader of the Opposition; Hon. Winnie Kiiza

*“If we don’t join hands together as women we will never sit where we deserve to sit. It is important to create strategic alliances”.*

Born in Kasese District-Western Region of Uganda, Hon Kiiza was raised by her mother after her father died when she was 10 years. She went through primary and secondary school, thereafter joined National College of Business Studies (NCBS) in Nakawa, Kampala, that was transformed into Makerere University Business School.

She entered into full-time politics in 1996 when she served on the Kasese District Local Council as the District Secretary for Finance. In 2001, was re-elected to the district council, serving as Secretary for Education and later Secretary for Social Services. She contested for the Kasese District Women’s Parliamentary seat in 2006, 2011 and 2016 on the Forum for Democratic Change (FDC) political party ticket and won.

In May 2016, she was appointed as the Leader of Opposition in the parliament becoming the first woman leader of opposition in the history of Uganda. The leader of opposition is bestowed upon the elected leader of the largest political party not within the ruling government. The Leader of Opposition appoints and heads an alternative Shadow Cabinet whose duty is to challenge and influence government legislation on the floor of Parliament.

During her time of service, she challenged government and her recommendations were considered. She fought for justice and a human face for both women, men in opposition and the entire country.

She shared that in her political career she realized that one’s values, aspirations, interest do not matter in political parties. Politicians only talk about what people want to hear. Therefore, as a leader you need to find where you belong. If you work for justice and truthfulness, it’s imperative to work with Civil Society to nurture and empower you as better politicians.

Culture and traditions left women behind, arguing that women cannot manage. This applies in political parties too, only a few positions have the power to make decisions. Positions like Secretary General, Treasurer and the Chairperson of the party. So, if you are not in any of these positions you are confined to the women’s league.



Political parties are spheres where money pass through. She advised the women leaders to belong to a political party, if they want to enjoy the benefits. While in your political party platforms speak your mind, make yourself relevant in the spaces you belong to, be consistent and speak with facts.

Patriarchy tells the men that they are the only ones supposed to lead thus some of them feel threatened once they see a strong woman. As a leader you should know this and that should not stop you from talking and performing your duties. Therefore, as women in politics you need to build your capacity with information and facts, you need to show a distinction that you are informed and cannot be swayed by quick and cheap politics.

In conclusion, she affirmed that there's a lot of potential in women once in power. There is therefore need to work for full equitable participation of women in public life which is essential to building and sustaining strong vibrant democracies. She noted that if a woman is elected in parliament, it is important that she fronts women's issues or rights at the forefront of her own agenda. It is thus important to have the right women in such spaces. Secondly once women are in positions of authority they tend to resolve national crisis without resorting to violence, advocate for social issues that benefit all, and allocate budgets to health and education.

## Dialogue

How do you manage your social life as a woman in politics and in decision making? (Aimée, DRC)

### Response

Africa has the same social setting that affects women. Therefore, such structural barriers requires a comprehensive strategy for supporting women in politics. We must know how to balance politics work and family. Women in leadership must do things as much as they can. Allocate time to every item and be faithful, follow through the time you allocated.

In case there is violation of laws, do you have to be radical? (Sourire, DRC)

### Response

You need to study the environment. There are situations which calls for diplomacy and another calls for serious engagement and being radical. You need to know when to do what. But before you go to the extreme engage all channels. Secondly be assertive while influencing laws, if women are not prioritised in decision making engage in your political parties. Read, research and enhance yourself, be knowledgeable on the issue and make sure when you stand on the floor of Parliament you are talking about issues that you are well conversant with, such a person cannot be ignored.

What is the method used for a big number of women to join politic? (Sandra, SS)

### Response

In Uganda, political parties are the primary and most effective structure through which women become politically engaged and get elected. Political parties' practices, policies, and values have a deep impact on women's political participation and representation. Therefore, it's the role of political parties to go to the communities to mobilise women to join them. The women's league plays a key role to reach out to the women. To get these numbers the political party must make it a priority to bring women on board and give them space to thrive.

Do women contest in paternity or marital homes? (Sandra, SS)

Response

Yes, we do. There is no law prohibiting Ugandans to contest in a particular area. It's up to the contestant to weigh her options and prove that you have the numbers that will lead you to a win.

How do women access important positions, what strategies have you used to become the first female leader of opposition (Amina, DRC)

Response

Belonging to a political party is the first step to get into high positions. Once you are in the women's wings and committees of political parties, these are internal party sections that aim to strengthen women's representation within the party and in the political process in general. While there prove to them that you have the potential to be a leader and that you are loyal to the party.

How do you make women accountable without pulling them down or attacking them? (Nina WIPC)

Response

As human beings we have different characters, we come from different backgrounds and we have walked different journeys that shape our lives. Therefore, as a woman leader you should know how to deal with all characters.

It's also important to first fix your mask before you help others. When we fight the seat of another woman, we are fighting ourselves, we are missing respect to ourselves, because at the end, it will be said women cannot lead. Remember we are in a patriarchal system. If a fellow woman makes a mistake, call her for a cup of tea and discuss about the issue. It is very important to be each other keepers.

## Reflections from participants

*In Democratic Republic of Congo, some women have been appointed in ministerial positions and men complained. They asked, why is it that women do not demand for positions in the army? Why only in some areas? This shows that women have to keep pushing, men will never give us the space and yet we need be in these spaces. I also believe that we can demand for positions in the army if we have gone through the training.* Limba Nyakura Antoinette

*I'm impressed by what Uganda is doing for women empowerment. South Sudan has never had elections after the first election in 2010. We expected to have elections in 2015 but war erupted. The statistics given was absolutely correct we have 20% women representation. In 2010, we had a similar situation about affirmative action, women had their lists. We would like to include this in our new constitution but this will happen only when we attain peace. When there's war and instability people only think about keeping their positions rather than thinking of change. That's why we have the same people in leadership since the first election.* Carolyn, Kibos South Sudan

*Institutions are being put in place and we hope that we will get more women than we had previously. Many organizations are doing a good job to lobby for women but the problem is culture is inhibiting more women from participating. Secondly once men are voted in power they forget about women. For example, a coalition of women met the governor of South Kivu, who promised to consider women in his government if he was voted in power. He won the election but to our surprise he only nominated 2 women out of 10 members in his cabinet. We must fight against these men who do not keep their word. We just have 17% of women's representativeness in our Province.* Amina Chibashimba Rachel, Bukavu DRC

*We have a Movement called "Nothing without women" which is a mechanism of mobilizing women to join political parties, this was not there before. There is also Movement called 50% of the women or nothing! It focuses on the implementation of parity recognized by our Constitution. With the support of The Peace Centre, we have organized activities and dialogues with politicians. They have made commitments to support women take positions in political parties. The UNSCR 1325 is our reference framework to improve women's participation.* Sourire Muhugurwa, DRC

# 05

## Civil Society Engagement

### 5.1 Building Alliances With Civil Society

#### Executive Director Women's Democracy Network; Ms. Perry Aritua

Ms. Aritua ushered the delegates into the definition of Civil society as a non-profit organization that usually have interest of their constituency and come in public to talk on behalf of the masses. It's a wide range of organized and organic groups of different forms, sizes, and functions. There have been significant changes over time in the civil society landscape. At different periods, community-based organizations, workers' or labour unions, professional associations, and non-governmental organizations (NGOs) have been the most prominent.

Civil Society has different forms such as, community-based organization (CBOs) including Village saving groups or associations, lawyers, workers' union, Non-Government Organization, etc.

#### Why is it important for politicians to build alliances with Civil Society?

- \* Alliance is relationship based on commonalities, interest,
- \* Civil society talks about issues that cannot be said by politicians. They help to protect a politician's interest.
- \* Provides research, factual and accurate data
- \* Supports in building capacities of politicians, such as training them in public speaking, debate and engagement
- \* Support in formulating policies

## How to build alliance?

- \* Be clear, on the issues you want to partner with Civil Society.
- \* Attend Civil Society events; don't ask for money when you are invited, that is an opportunity to meet people and get informed
- \* Do not expect money
- \* Seek for information from an organization that operates in an area you would like to know about.
- \* For a good alliance, agree on the goal and how you will work together. Once you have a goal, have a message that cuts across.

## Challenges

The multi-party system affected civil society work. Politicians are driven by party ideology; thus, they cease to engage with civil society because they would not want to mention the gaps in their parties.

## 5.2 Understanding UNSCR 1325: A Framework For Women's Political Participation

By Gorette Komurembe

In her presentation she shared that since the unanimous adoption of United Nations Security Council Resolution 1325 on Women, Peace and Security in October 2000, there has been increasing interest in women's role in conflict resolution and peacebuilding. As the first of its kind, Resolution 1325 recognized the relevance of gender in peace and security matters, and mandated all United Nations member-states to ensure full participation of women at all levels of decision-making in conflict resolution and peace processes. It also called for the protection of women and girls against violence during and after conflict, and for the adoption of a gender perspective to prevent and mitigate the impact of conflict on women.

In October 2004, the United Nations Secretary General in his report to the Security Council requested Member States develop National Action Plans to implement United Nations Security Council Resolution 1325 on Women, Peace and Security. In response government of Uganda through the Ministry of Gender Labour and Social Development, with support from UNFPA, initiated the process of developing a National Action Plan (NAP). The ministry, being the national machinery responsible for initiating, implementing and coordinating policies and programmes that support gender equality, women's empowerment and advancement, developed and presented the action plan and reporting framework as a guide for the implementation of UNSCR 1325 and 1820 and the Goma Declaration. The action plan is a mechanism for monitoring progress and assessing impact of interventions at all levels. Cabinet endorsed the NAP and mandated the Ministry of Foreign Affairs to disseminate the plan nation-wide.

The pillar on participation on the UNSCR 1325 provides women with the mandate to participate in leadership at all decision-making levels. Therefore, women must understand their role and do it well. Other frameworks like the Sustainable Development Goal 16 provides for the promotion of peaceful and inclusive societies. A key component of an inclusive society is active participation by women in political processes.

She concluded by requesting the women leaders to mentor the young women in politics, this will create a ripple effect that yields multiple benefits, not only for individual women, but also for families, communities, and countries. Research also suggests that gender balance in the political sphere promotes gender balance in the workforce.

# 06

## Wellness And Selfcare For Women Leaders

**Dr. Kasenene is a nutritionist, wellness and selfcare consultant.**

In the African culture women are well known for caring for others but not for themselves. They are always taking care of their children, husbands, in-laws and relative. Stress, burn out, uncontrollable emotional outbursts, depression, anxiety, migraines, high blood pressure, diabetes and cancer, are some of the effects Women Human Rights Defenders and women leaders face while doing their work.

Dr. Kasenene shared that the world today is battling with many diseases that could have been avoided through practicing a good lifestyle. Diseases such as; Cancer, Diabetes, Blood Pressure, Heart disease, autoimmune disease, Obesity, headache, stomach upset, chronic fatigue, thyroid articulation, and many others.

The root causes of such diseases are:

- \* Stress
- \* Trauma,
- \* Lack of physical activity
- \* Poor sleep
- \* Toxins
- \* Nutritional excess or deficiency
- \* Smoking
- \* Drugs and alcohol
- \* Toxic thoughts and chronic inflammation.

Many of those causes can be eliminated with a change in lifestyle.

## How to improve our wellbeing

**Physical activity:** this should be regular. They are recommended to boost your health:

1. At least 20-30 min of moderate intensity cardio/aerobic exercise 3-5times/week or 10,000 steps per day at least
2. Flexibility/stretching: 5 min /day
3. Strength exercises: 30 min/week

**Balanced diet:**

### Maximize with nutrient -packed foods

Give your body the nutrients it needs by eating a variety of nutrient-packed food, including whole grains, lean protein, fruits and vegetables, and low-fat or fat-free dairy. Eat less food high in solid fats, added sugars, and sodium (salt).

### Energize with grains

Your body's quickest energy source comes from foods such as bread, pasta, oatmeal, cereals, and tortillas. Be sure to make at least half of your grain food choices whole-grain foods like whole-wheat bread or pasta and brown rice.

### Power up with protein

Protein is essential for building and repairing muscle. Choose lean or low-fat cuts of beef or pork, and skinless chicken or turkey. Get your protein from seafood twice a week. Quality protein sources come from plant-based foods, too.

### Mix it up with plant protein foods

Variety is great! Choose beans and peas (kidney, pinto, black, or white beans; split peas; chickpeas; hummus), soy products (tofu, tempeh, veggie burgers), and unsalted nuts and seeds.

### Vary your fruits and vegetables

Get the nutrients your body needs by eating a variety of colors, in various ways. Try blue, red, or black berries; red and yellow peppers; and dark greens like spinach and kale. Choose fresh, frozen, low-sodium canned, dried, or 100 percent juice options.

### Don't forget dairy

Foods like fat-free and low-fat milk, cheese, yogurt, and fortified soy beverages (soymilk) help to build and maintain strong bones needed for everyday activities.



## Water consumption

Stay hydrated by drinking water instead of sugary drinks. Keep a reusable water bottle with you to always have water on hand. Avoid alcohol, if you to take at least one bottle a day.

## Ensure regular health screening:

- \* body mass index (BMI)
- \* body composition (body fat, skeletal muscle, BMI (Obesity), health Weight range, body age, visceral fat, resting metabolism)
- \* body sugar

The session on wellness and selfcare was crowned with the health screening for high blood pressure, body mass index and body composition.

Women leaders were challenged on the need to change their lifestyle.

*“I have gone to so many meetings but I have never been in a meeting that talks about personal wellbeing. We are always, busy addressing other people’s issues without looking at ourselves. I am glad that this was incorporated in the exchange visit”.*

Sourier Muhigrwa, DRC.

*“Today marks the beginning of a new lifestyle. I am going to eat healthy and exercise regularly. I didn’t like the results of my body composition. It’s scaring”.*

Eva Kiongo, South Sudan

The women leaders also visited Ndere Centre for a cultural night where they enjoyed amazing cultural songs, dances and unique instruments reflecting the tribes in Uganda with a mixture of humorous informative stories that are presented in an authentic but artistically developed spectacle.

*“I was searching for something that could give me a true Ugandan experience, the culture, the traditions, I have seen it here. I enjoyed the night. It was refreshing to come out in open setting and listen to music”*

Grace John Kenyi, South Sudan

# 07

## Evaluation of the Exchange Visit

The women leaders were impressed by the visit to Parliament, experience sharing by the Secretary General of the NRM party and the former female leader of opposition. They all affirmed that the session on wellness and self-care was the first of its kind and it was much needed and relevant to their lives if a sustainable movement is to be built.

### Voices

*“I am happy that I was invited for the exchange visit. As a young woman I have been motivated to pursue my political career. My take home is to ensure that we work with the communities to be popular at community level but also make myself relevant in my political party”.*  
Amina Chibashimba, DRC

*“I have been in politics for a while but I have never listened to women from other countries. The women from DRC have encouraged me, the experiences of Uganda’s most influential women has inspired me as well. I feel privileged. I would like to remain in contact with Hon. Justine Lumumba to keep supporting us as women from the SPLM”.*  
Jackeline Nyibol Benjamin, South Sudan

*“Thank you very much for bringing this session on wellness. This is reality for us. Besides working so hard in our countries we never take care of ourselves. I have High blood pressure, and I did not know that this is caused by a poor lifestyle. This is an eye opener”.* Sandra Mbona, South Sudan

*“I have always wanted to meet the SG of NRM you inspire me, you are calm yet you are solid in your issues. I will always consult with you in case we need direction”.*  
Ms. Ajong, SPLM party, South Sudan.



# 08

## Conclusion

The Regional Exchange Visit was greatly appreciated by the delegates. It did not only enable them gain knowledge and experiences but also provided them with tips on how to stay afloat in times of challenges. The delegates shared that they were re-energized to continue with the fight for gender equality.

Furthermore, the delegates created networks amongst themselves and with the presenters.

# APPENDICES

## Appendix 1: The Agenda For The Regional Exchange

### THEME: WOMEN LEADING CHANGE IN POST CONFLICT RECONSTRUCTION PROCESSES

TIME	ACTIVITY	RESPONSIBLE PARTY
	28th October 2019	
	Participants arrival	The Peace Centre
	Tuesday 29th October 2019	
09:00 - 15:00	Sessions at Parliament	UWOPA
15:00 - 16:00	Travel back to the Hotel	The Centre
16:00 - 16:45	Reflections and debrief	The Centre
17:00 - 17:30	Tea Break	
	Wednesday 30th October	
09:00 - 10:30	Understanding politics and multi-party Politics: Sharing political journey	Hon. Justine Lumumba Kasule
10:30 - 11:00	Questions and reflections	
11:00 - 11:30	Strategies to engage political party leadership: Journey into politics	Hon. Winnie Kiiza
12:30 - 13:00	Questions and reflections	
13:00 - 14:00	Lunch	The Peace Centre
14:00 - 15:00	Building alliance with civil society to influence change	Ms. Perry Aritua
15:00 - 16:00	UNSCR 1325 as a drive to women's political participation	Ms. Goretti Komurembe
16:30 - 17:00	Health Break	
18:00 - 22:00	Ndere Centre	The Peace Centre
	Thursday 31st October 2019	
09:00 - 13:00	Wellness and Selfcare	
13:00 - 13:40	Evaluation	
15:00	Kampala Exposure	
	1st November 2019	
	Participants Departure	

## Appendix 2: Participants List

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## Appendix iii: Evaluation Form

Evaluation of the Regional Exchange visit  
29th to 31st October 2019

Theme: Women leading change in the post-conflict reconstruction process.

NAME (not compulsory): .....

1. Rate the following the different aspects by ticking the appropriate box.

Facilities	Very good	good	Not applicable
Hotel			
Food			
Gym and other amenities			

Visit to the Ugandan Parliament	Very good	good	Not applicable
Interface with the Members of parliament			
Visit inside the Ugandan parliament			

Interacting with Female Members of parliament (Understanding your party and multiparty politics ) Hon. Lumumba Kasule	Very good	good	Not applicable
Strategies for engaging political party leadership (Hon Winnie Kiiza)			
The extent to which the facilitator helped you to understand ways of building women's movements			

Presentation on civil society	Very good	good	Not applicable
Building Alliances with civil society to influence change			
UNSCR 1325(Coalition management and domestication)-Best practices from Uganda)			

Wellness and self-care	Very good	good	Not applicable
A presentation on Wellness and self-care			
Medical check-up session			

	Very good	good	Not applicable
Cultural Show			



2. How has the exchange visit impacted your life and/or your work? Kindly share more.

.....  
.....  
.....  
.....

3. What can be done in order to improve the future exchange visits?

.....  
.....  
.....

4. What best practices or lessons have you learnt from this exchange visit?

.....  
.....  
.....

5. Why do you think that it was important for you to take part in this exchange visit?

.....  
.....  
.....

6. What do you think could be added on these exchange visits?

- a).....
- b).....
- c).....