

What's next after active politics?



A Guide For Women Political Leaders

MARCH 2014

“Successful women leaders are highly dedicated to their causes and to others. This dedication is the fuel you need to organize and motivate others to inspire change”

National Democratic Institute, 2010

WOMEN'S DEMOCRACY NETWORK
Empowering Women to Lead
Uganda Chapter



About the Women's Democracy Network-Uganda Chapter

Women's Democracy Network-Uganda Chapter (WDN-U) is a local civil society organization affiliated to the Women's Democracy Network (WDN) that seeks to empower women to pursue activism and leadership in the public sphere to enhance gender equality. Since its establishment in 2011, WDN-U has sought to ensure gender parity in political office by providing capacity building training for women leaders and leagues of political parties in leadership, advocacy, political campaigning, strategic planning, and the use of new technology. WDN-U has identified challenges faced by women politicians and has developed training modules and handbooks on best practices. At the local level, WDN-U has worked to improve the technological literacy of women elected officials and has trained women councillors in using email, social media and the internet to communicate and network with counterparts, access information, and enhance their performance as leaders. WDN-U has established internet hubs in pilot districts for women councillors in collaboration with its local partners. WDN-U also empowers citizens and leaders with the knowledge and skills necessary to constructively engage in order to find solutions to issues that affect accountability and service delivery in their respective communities.

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Contents

Foreword	iii
Acknowledgements	iv
List of Acronyms	vi
Introduction	vii
Part One: Opportunities for Women in Political Leadership...	1
Part Two: Experiences of Former Women Political Leaders on Life after Active Politics	9
Part Three: Balancing your Private & Public Life as a Woman Councillor	22
Conclusion	26
Annex A: Tips on Networking	27

Disclaimer

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Foreword

It is now widely acknowledged that women play a critical role in decision making. Long after their life in active politics, women leaders can continue to contribute to society in a number of ways. However, it takes preparation while still in active politics to make one's mark in order to get noticed and to be useful to others once that phase comes to an end. Otherwise, leaders can easily slide into despair and depression after life in the public eye. This Guide provides women leaders with information on the opportunities that they have while in political leadership and tips on how they should prepare themselves for life after politics while still in political leadership. The tips are presented in the form of experiences of a former woman Member of Parliament, a former district woman councillor who served on the District Executive Committee (DEC) and a former district Speaker. Two of the women were facilitators at a training organized by Women's Democracy Network -Uganda Chapter (WDN-U) for district women councillors from the districts of Arua, Adjumani, Yumbe, Koboko and Nebbi in March 2014 while a third shared her experiences with women councillors at a workshop for district women councillors organized by WDN-Uganda in May 2013. Their experiences will show you that it is possible to remain relevant, visible and make a contribution to one's community and country after active politics.

Acknowledgment

Women's Democracy Network-Uganda Chapter (WDN-U) is grateful to Hon. Tezira Jamwa a former member of the Constituent Assembly; a member of the 6th Parliament of the Republic of Uganda; and executive committee member then of the first Uganda Women's Parliamentary Association (UWOPA). WDN-U is also grateful to Hon. Rita Popo a district councillor who served for two terms in the Arua district local council as a member of the District Executive Committee (DEC) for nine of her 10 years in the local council and contested thrice for the position of Member of Parliament in Arua district. Last but not least WDN-U acknowledges Hon. Hajjati Hanifa Rizigallah a former district Speaker of Arua District Local Government for giving her time for the interview that is incorporated as one of the articles in the Guide. These women have remained relevant, active and committed to enhancing the roles of women in leadership within and outside their districts of origin. Hon. Tezira Jamwa serves on the District Service Commission of Tororo district; Hon. Rizigalla owns and runs a school apart from doing commercial farming. Hon. Rita Popo is involved in private consultancy work. The three women remain active in the affairs of their communities. Two of them worked with WDN-U to facilitate the second training for district women councillors from the districts of Arua, Adjumani, Nebbi, Yumbe and Koboko in March 2014 while a third did the same in the first training for district women councillors in May 2013. Though outside the project, WDN-U realized that the experiences of these women would benefit more women leaders if compiled into a Guide. As the Guide will show, their experiences and mentoring for the current district women

councillors in the five districts will impact the lives of the councillors tremendously if lessons are learned from their experiences. Their experiences depict what leadership should be both in active politics and thereafter. WDN-Uganda is grateful to the three women.

WDN-U also thanks the women councillors of the five districts for the interest and questions that helped to strengthen the issues contained in the Guide.

Last but not least WDN-U sincerely thanks Democratic Governance Facility (DGF) for funding the project on enhancing the leadership roles of district women councillors. Without the project, the experiences of the three women may not have come to light.

Acronyms

CA	Constituent Assembly
CBO	Community Based Organization
CDD	Community Demand Driven
CSOs	Civil Society Organizations
DEC	District Executive Committee
DGF	Democratic Governance Facility
FOWODE	Forum for Women in Democracy
MP	Member of Parliament
NAADs	National Agriculture Advisory Services
NGO	Non-Governmental Organization
ULGA	Uganda Local Governments Association
WDN-U	Women's Democracy Network-Uganda Chapter

Introduction

Women are critical to decision making because they can ensure that the interests and needs of women and girls are incorporated into decision making; women comprise more than 50 percent of the population in most of their countries around the world and therefore have a right to be on the decision making tables where decisions that affect their lives are made. In addition, women bring different kinds of skills, knowledge and experience to the decision making table. Women descriptively represent women and girls and are presumed to know the issues that affect this interest group. Their participation in decision-making should therefore ensure that decisions made are gender responsive. No country can develop and prosper if 50 percent of its population has no place at the decision making table.

While in politics, it is important for women leaders to identify their niche with regard to issues and ensure that their views, positions and their advocacy work on the issue(s) among others is known by others. They should also build their skills and knowledge on their roles, issues they espouse and work with various stakeholders including: media, Civil Society Organizations (CSOs), their peers, as well as technical staff (in and outside their respective districts) in order to build partnerships that will be relevant for their work both within council and after they leave active politics.

Many times, women leaders disappear after active politics. The majority do not prepare for life after politics and some become depressed and destitute after an active political life. It is therefore important for women leaders to learn from their peers who have remained relevant, active and known for their contribution both before and after active politics within and outside the country. The information shared in this Guide shows that it is possible to remain relevant and serve your community and country after active politics.

The Guide is divided into three parts. Part One discusses the opportunities women leaders have while in political leadership; Part Two shares the experiences of two women leaders on their life after active politics; Part Three shows how women leaders can balance private and public life.

Part One:

Opportunities For Women In Political Leadership

Women in political leadership are public figures because they are in public life. As a result, they are known to a lot of people.



District women councillors from the districts of Koboko, Nebbi and Yumbe at a training organized by WDN-Uganda Chapter on March 14, 2014 in Arua district

Being in public life comes with advantages for women leaders including:

- Getting elected to higher political positions because they are well-known. For instance, a woman councillor can be elected to the position of Speaker because she is already in the council. The position comes with advantages for training and builds the skills

and knowledge of the office bearer; it is a salaried position and can therefore enable one's income to increase. It exposes the person to other positions outside the district. For instance, Speakers sit on the Uganda Local Government Association (ULGA) and therefore represent their districts in the Association. One can contest for an executive position on ULGA.

By being in a council, one can get appointed by the Chairperson to serve on the District Executive Committee (DEC). This position is salaried and exposes one to other advantages. For instance, one of the key roles of DEC members is to monitor service delivery in the district. As a result, they have knowledge on the needs of their electorate and can use this information to attract support for their constituencies. DEC members meet other officials outside the district and can get exposed to opportunities to attract services to their district. These opportunities can get one re-elected. DEC members like the Vice-Chairperson for instance, can be delegated to represent the chairperson in various fora. Exposure can improve one's skills and knowledge and enable one to stand for higher positions of leadership.

"When I got elected in 2006 as the Speaker of Arua District Council, I also became the Chairperson of Ethics and Accountability on Uganda Local Government Association (ULGA). The position provided me with opportunities to travel both within and outside Uganda. Through my travels I acquired knowledge and was exposed to new ways of performing my roles and fulfilling the expectations of my electorate. Elected leadership exposes women to new knowledge and skills particularly if they occupy positions in council like Speaker, District Executive Committee (DEC) or Chairpersons of standing committees"

**Hon. Hajjati Hanifa Rizigallah,
Speaker, Arua district local council-2006-2011.**

- Getting women councillors re-elected due to the advantages of incumbency: When one is elected to serve, she can change the welfare of her people through using various skills and knowledge at her disposal. In addition, as a leader one can attract support for their constituency and advocate on issues that affect their community in order to make life better for the corresponding electorate. Incumbents are usually known to the electorate particularly if they are in regular contact and communicate effectively with the electorate. Leadership exposes one to the media. Incumbents usually attract more media attention because they are in the limelight. This can therefore earn one re-election to a similar position or election into a higher office.
- Keeping women leaders well informed: Public life exposes women leaders to training where they acquire knowledge, skills and information. Due to regular training and study tours, if used well, a leader can attain knowledge which she did not have while outside public life. For instance, WDN-Uganda has provided laptops with internet access to the districts of Arua and Yumbe. Using internet can expose one to limitless information that if used well, can enhance one's effectiveness in leadership during committee meetings and debates in council.



District women councillors of Arua district doing group work at a training organized by WDN-Uganda in March 2014



The Secretary for Finance and Planning Hon. Alejo Jane addressing the community at a social accountability dialogue on education in Kululu sub-county in Yumbe district organized by WDN-U-November 13, 2013

- Recognition and respect: Public life exposes one to recognition and respect. At functions, the presence of political leaders is usually recognized. In addition, political leaders are called upon to say a word or two to the audience. One should therefore be prepared to speak whenever she attends a function. It is important to put down a few talking points that you can use at the event. In order to use the opportunity effectively find out about the type of function that you will be attending, the audience, their issues and develop your talking points around these areas. Ensure that when invited to speak be on point and keep your speech simple and short. You will be sure to earn another invitation. The position of leadership creates respect. People who hold elected political leadership positions are usually referred to as honourable. It is a sign of respect. Women leaders must therefore ensure that they make the title remain honourable by among others respecting themselves and acting in ways that earn them respect particularly in the way the dress, speak, and interact with people.
- Improvement on family status and welfare: Political leaders depending on the position they hold receive a certain amount of income. If one did not have an income prior to getting elected or had only one source of income from employment or business for instance, the allowances of a councillor can contribute to improving her economic welfare and that of her family.

- Opportunity to lobby for your people on issues that affect them and to serve: Leadership exposes on to various stakeholders including: donors, CSOs, media, local government structures and individuals. In order to use such opportunities effectively, it is important to have an agenda for your people. ***It is assumed that:*** “Every politician/ elected representative aspires to champion certain issues/causes for the good of the constituency. Political office therefore presupposes the existence of an agenda. What is your agenda?? An agenda motivates one, creates a passion, a sacrifice and the purpose for leadership. The absence of a clear agenda causes complacency and makes leaders irrelevant and sometimes even selfish. It is of utmost importance that the agenda is clarified and communicated and pursued”

Hon. Alice Alaso, MP Serere District

- Also ensure that you have a vision of how you would like to see your constituency change in your years of service. The vision should preferably be in writing and does not have to be complicated. Communicate your agenda clearly when you have interface with the stakeholders. You therefore need communication skills that will enable you to pass on your message effectively to attract the support that you require. Below are a few tips:
 - **Confidence:** You must believe in yourself and the issue you are communicating. This will come across as you begin speaking.
 - **Time management:** You may have the communication skills that you need but if you are not in time for an appointment to meet with the stakeholder whom you are lobbying, you have missed the opportunity to communicate. If a meeting is scheduled for 9:00 a.m. be there at least 20 minutes early so that you catch your breath and mentally prepare yourself for the meeting.
 - **Presence, voice and image:** First impressions matter. It takes a person only a few seconds to evaluate you and form an opinion. As a leader, you will be evaluated by people with each new encounter. Because of perceptions about how women – should behave and look in personal, professional and public settings, these evaluations will inevitably be harsher than you would like. Work on your tone to depict the purpose and situation of your speech during the interface. Your voice must

portray confidence. Do not squeak, quiver or use a high pitched tone. Make your tone steady and level so that it exudes confidence and conviction about what you are saying. Do not wear too much make-up or jewellery, a dress that is too tight, too short or too colourful. It will distract the listener from what you are saying. When in doubt about what to wear choose a dark coloured suit. It flatters everyone.

- **Make eye contact** with the person you are speaking to. They reveal your sincerity and strength and tell someone how accessible and approachable you are.
- **Smile at intervals** particularly if the subject matter warrants it.
- **Keep the conversation flowing** and take time to listen to the person you are speaking to. If you are unsure of what to say ask questions so that the conversation keeps flowing.
- Leadership enables you to discover your potential. If you were a person who could not address people previously, political leadership puts you in a space that requires you to speak on behalf of others. Through practice one learns the art of public speaking and enables your potential to speak on behalf of others to shine.
- Community consultant: The community expects leaders to be knowledgeable and to help them on various issues. Women councillors should therefore read widely and be relevant to the issues within their communities. Communities expect you to be useful to them when writing proposals to benefit from projects like National Agriculture Advisory Services (NAADS), Community Demand Driven (CDD) and other opportunities that may become available in their communities. The regular consultations by communities on various issues can increase one's knowledge and make you a reference on many issues.

"I advice women and youth to form groups if they are to benefit from economic development projects of the government. As a former councilor I know how the system works"-

**Hon. Hajjati Hanifa Rizigallah District Speaker,
Arua district local council-2006-2011.**

- **Networking:** Being on council exposes one to various networks. These networks can be useful for your work as a councillor and after your leave active politics. You must learn how to network in order for it to work to your advantage. Networking provides you with access to new resources, potential funders, possible partners and information, as well as opportunities for sharing experiences and connecting with other councillors and people who believe in your leadership.
 - Think about it: Whenever you want to take an action, whether it is to gather a group of people to lobby for a cause or to raise money to support a project on keeping more girls in school through awareness creation, what is the first thing you do? You contact people. That's networking!

Tips on networking are in Annex A of the Guide

- Leadership provides a platform for empowerment for councillors in their social, economic and political life. For instance some women councillors have gone back to school to increase on their academic credentials. Education will empower them to perform their roles better, increase their economic prowess and add value to their communities for instance as community consultants.
- Role model and an inspiration to others: As leaders, many people look up to you for inspiration. It is important to dress, speak and act like a role model because people look up to you.

What qualities should a role model have?

- Show passion for their work and have capacity to “infect” others with their passion. They are dedicated to represent their communities and do everything to ensure that they fulfil their agenda for standing for election.
- Have a clear set of values. They support causes and work with others to make a difference in their communities by effectively using the opportunities leadership puts along their path.
- Commitment to the community: Role models are people focused rather than self- focused. They are usually active in their communities giving their time and talents to benefit people. They are active members of organizations and groups in their communities, volunteer to work with the community on issues and provide leadership when needed to accomplish set goals.
- Selflessness and acceptance of others: Role models believe in humanity and this directs their actions. For instance if children with disabilities are denied an opportunity to go to school, they will speak out even if they do not have such children of their own. They look at issues from a perspective that treats all human beings as equal and entitled to rights.
- Ability to overcome obstacles: As Booker T. Washington once said “Success is to be measured not so much by the position one has reached in life as by the obstacles which one has overcome”.
- Positive role models inspire others to believe in themselves and to get things done even in the worst situations.



Hon. Rebecca Kadaga, Speaker of the 9th Parliament of Uganda is a role model to a number of Ugandans

Part Two:

Experiences of Former Women Political Leaders on Life After Active Politics



Mrs. Rita Popo (front-right) listening to one of the district women councillors at a training she facilitated on behalf of WDN-Uganda - March 15, 2014

Mrs. Rita Popo

My name is Rita Popo. I'm married with eight children. I am a teacher by profession. One of the advantages of being a professional is that after active politics, you can still go back to your profession and make a difference. I served as a district councillor in Arua district local

government for 10 years from 1996-2006. In nine out of the 10 years, I was on the District Executive Committee. After that, I stood twice for the position of Member of Parliament but lost. Currently, I have a consultancy firm through which I offer my services on various issues including governance, democracy and human rights.

There is life after active politics. One can remain relevant socially, politically and economically. Losing an election is traumatic. However, you must compose yourself and come back into the public eye.

I advise you to prepare your bed now for life after active politics. I can describe your current situation as women councillors like someone climbing a tree. If the person prepares the ground below the tree with grass and leaves before she starts climbing the tree, if she falls she will have a soft landing. However, if a person does not prepare the ground below the tree with grass and leaves and falls she will have a hard landing. I therefore advise you to prepare a soft ground with grass and leaves for your landing just in case you do not get re-elected.

Socially: I remained an active member of Lion's Club. Networking is very important for you even after active politics. Lion's club keeps me busy and I'm still able to contribute to society using the experience I gained in leadership and my talents. In Lion's club I network with business people, civil servants and Non-Governmental Organization workers among others. Such networks can give you opportunities to get consultancies because we know each other and the qualifications and talents of each member.

While in politics I made a lot of friends because I was exposed to a lot of opportunities to meet people. I also learned a lot of new things while in politics. The things I learned have proved useful for many of the consultancies that I do today. For instance, I was contacted by WDN-Uganda through their CSO partner Youth Development Initiatives-West Nile to facilitate the sessions for women councillors on "What's Next After Politics?" This would not have been possible if I did not stand out while in political leadership. You must establish a niche/something you are known for e.g. an issue(s) that you are passionate about and promoted

while in leadership or have certain skills that are known to people in order to attract the necessary contacts and references when you leave active politics. In short, while you are still in active politics and you go out to represent a district for instance, let your skills shine so that when opportunities arise later, you will still be remembered and invited to fulfil the need (s) of the person inviting you. Always do your best when given an opportunity. Someone will refer to you when your skills or knowledge is needed next time.

I have remained useful to the women groups I belong to because of the skills I gained while in council. I gained skills in planning, budgeting, monitoring and evaluation among others. The women groups' that I belong to lack a lot of skills and knowledge on these issues. My skills have enabled the Savings and Credit Corporative Organizations (SACCOs) I belong to, to improve their organization, budgeting and planning. The social groups like SACCOs keep me busy.

I have continued to interact with women in political leadership like your selves. When I come to Arua town I go with some of you for lunch and we talk. This keeps me informed about current affairs in the district and I'm able to offer my advice where necessary. Learn to be mentored on areas where you are not good.

Economically: start saving now. Save through Savings and Credit Organizations (SACCO) for instance. You and a group of friends can put your funds together in the SACCO and get loans from the group which you can then invest. You can also save monthly. Every month, you can decide to put aside 50,000/= or less depending on your income. For me, I was saving 50,000/= monthly while I was still in council. I used the savings to put up some houses and lock up shops for rent. In order to do this, I had to have financial discipline. Right now the rentals give me money on a monthly basis and I'm able to look after myself and my family.

After I lost the election in 2006, I was invited by an NGO called MS-Uganda to offer my expertise in developing civic education materials. As a councillor I was always involved in the community and I know how to

Speak the language that appeals to local citizens. Someone identified me and gave my name to MS-Uganda. I offered my consultancy services to develop their civic education materials and conducted some education forums. Economically I moved from earning 200,000/= a month in council to 2,000,000/= as a consultant for MS-Uganda. This would not have been possible if I had not been in political leadership and had let my talents shine. Part of the money I saved from my work with MS-Uganda enabled me to conduct my campaign in 2006.

As I already mentioned, politics exposed me to skills of planning, budgeting and monitoring and evaluation among others. These skills have proved useful for the consultancy work that I'm engaged in.

Politically: you can remain relevant to your predecessor and women councillors. For instance, I'm using the experiences I gained while in politics to mentor you. Learn to invite former MPs or eminent councillors to mentor you. They will ease your work because they are talking from experience.

One day, I may decide to come back to seek for an elective position because I have remained relevant in my community. I attend various functions and people still respect me because I carried myself with respect when I was in political leadership and still do outside active politics. At functions my presence is recognized. If I want to come back to seek for an elective position, it will not be as difficult as someone who is standing for the first time.

Due to my former position as a political leader, the media recognizes me at various functions. You must learn to attract media attention to your work. Maintain a good working relationship with them because if you intend to make a comeback into politics, they will be useful in giving you visibility.

Maintain contacts with people after active politics. You can continue to network if you have contacts. In addition, such contacts can be useful to those who want to engage with particular people in your data base.

As I already shared under the section on how to remain relevant socially,

I belong to many SACCOs. If I want to seek for elective position in the future, the women groups will provide a useful base for me in terms of votes, sharing my message with others because they know my capacity and I have a good relationship with them.

One caution I would like to sound to you all is that when you go out of politics, go out gracefully. Your grace will be remembered by even those who did not support you during the election. Let me end by saying this:

The challenges you will face after losing an election will look impossible to solve if you have no vision for yourself after active politics...
Rita Popo, Former district councillor, Arua district



Hon. Tezira Jamwa (standing right) guiding the district women councillors of Yumbe district as they review their women caucus activities and plans at a training for district women councillors of Nebbi, Yumbe and Koboko organized by WDN-Uganda Chapter in Arua district-March 14, 2014

Hon. Tezira Jamwa

My name is Tezira Jamwa. I am married with four children. I served in the Constituent Assembly (CA) of Uganda that was responsible for drafting the 1995 Constitution. I was on the executive committee of the CA Women Caucus. The CA Women Caucus later on transformed into a women's organization now called Forum for Women in Democracy (FOWODE). FOWODE became an organization in November 1995 with a vision of seeing more women access decision making positions in politics and in public administration. I am a founder member of FOWODE and currently I serve on the board of directors.

After the CA I contested for the position of MP in 1996 on a directly elected seat. I won the election and joined the 6th Parliament to represent the people of West Budama North Constituency, in Tororo District.

Although I am no longer in active politics, I continue to contribute my knowledge and skills to organizations like FOWODE and WDN-U as a member. In addition, I'm still contributing to my district through my leadership on the District Service Commission of Tororo district.

While in politics, I built my skills and knowledge on various issues particularly governance, organizational development, democracy and women rights among others. I therefore get called upon to share my expertise as a consultant on these issues. Right now (March 12, 2014), I'm training you (district women councillors of Arua and Adjumani districts) on the invite of WDN-U. Last week I was training district women councillors from Wakiso and Kiboga districts and Kampala Capital City Authority under the same project but on behalf of FOWODE under their consortium Women's Democracy Group (WDG) which brings together five women's organizations including: FOWODE, WDN-U, Uganda Women's Network (UWONET), Action for Development (ACFODE) and Center for Women in Governance (CEWIGO).

When you are still in active politics and particularly serving as an elected leader it is important to nurture your knowledge and skills because they will be relevant to you after politics. While in Parliament, I educated myself. I entered politics when I had a Diploma. As soon as I joined the 6th Parliament I went for a degree course and later on applied for a Master's Degree. I completed my first degree with my last born daughter in 2003. You can never be too old to go back to school. Education is the only tool that can totally liberate women. It also enables us women to access other opportunities outside political leadership.

As I mentioned earlier, apart from offering my expertise as a trainer, I also serve on the District Service Commission of Tororo. This position requires a certain level of education and experience which I have. I have therefore remained relevant to my district even after active politics. I also serve on the board of governors for some secondary schools and on the Parents, Teachers, Association (PTA) of some primary schools in Tororo district.

I'm a guest writer for the New Vision newspaper. I write topical issues particularly on persons who have excelled in their areas of expertise or those who have done extra-ordinary things in their communities.

Due to my skills and knowledge, I'm called upon to represent organizations in which I am a member at different fora. For instance from February 23-28, 2014, I was in Ethiopia representing Women's Democracy Network (WDN) at a conference organized by African Center for Strategic Studies. The conference was on Countering Violent Extremism Messaging. This would not have been possible without networking and my skills. Before I was selected, I was requested by the sponsor to send my Curriculum Vitae (CV). Perry the Executive Director of WDN-Uganda will testify that it was partly due to my CV that I was selected to represent WDN.

I have travelled outside Uganda to conduct training for women leaders in other countries like South Sudan. Last year in April 2013, I was again sent to South Sudan by WDN on recommendation of WDN-Uganda to

train Women Members of Parliament. My core activity with the Women MPs was to equip them with knowledge and skills in effective caucusing because I am an expert in this area. I also assisted them to develop their five year strategic plan. It is my skills and networks that are taking me to such places. You must learn to network and reach out to people. The networks will be useful for your life after active politics. In doing so, develop your communication skills and build your knowledge on various issues so that you can have an intelligent conversation with people whom you interact with. They will remember you if you are knowledgeable and have good communication skills.

It is important to prepare yourself economically while still in politics for life after active politics. I began planning for my life after active politics when I joined the CA as a member. Apart from empowering myself with academic credentials and developing my competencies to enable me have knowledge and skills that would be useful after politics for my economic survival, I constructed two rental houses using my allowances from parliament. My husband and I run a restaurant in one of the houses. I also do small scale farming and produce oranges for sale. In addition, I plant trees for commercial purposes. I have also invested in shares in different companies/corporations. These investments provide me with an income that sustains me and family. You must therefore learn to invest with any amount of income that you are deriving from your position of leadership.

I continue to volunteer for my party National Resistance Movement (NRM). For instance, during election campaigns I canvass for votes for NRM Flag Bearers in whatever region I am deployed. I also make sure that I attend the NRM Delegates National Conference to keep me abreast on my party.

My last advice is that while in leadership ensure that you serve your people. Look for opportunities to service your constituencies. For instance, when I was a Member of Parliament, I influenced the Ministry of Water and

Environment through my good lobbying and networking skills to take running water to West Budama North which the people are still enjoying today. I also influenced the Ministry of Energy to take electricity to my constituency. This is the legacy I left in West Budama North Constituency and people still remember me for the work I did for them. Your work will speak for itself. In addition the way you conduct yourself while in politics will leave an indelible mark on you. If you leave a positive mark you will always be remembered as a person who served her community well and opportunities will come your way.

How do you want to be remembered when you leave active politics?



Hon. Hanifa Rizigallah served as a councilor in Arua Municipal Council for two terms from 1997-2006 and as the Speaker of Arua District Council from 2006-2011.

After losing the election in 2011, I established Al-Jaria Community School (Nursery and Primary sections) in which I serve as the Director. The school is contributing to meeting the education needs of my people.

Through the school, I interact with the people and this keeps me aware of their issues. I intend to stand again in 2016 and I will use the information I gather through my interaction with the population to inform my campaign message.

I am an active member of the community and I use my exposure, knowledge and skills which I acquired while in public leadership to improve the lives of my people. For instance, I regularly visit and speak to women and youth groups on issues of concern in the community including: domestic violence, their rights, leadership and the importance of education. I also talk about topics of interest to the groups which invite me. People in my community seek for my knowledge and advice on a number of issues. For instance, I advice women and youth to form groups if they are to benefit from economic development projects of the government. As a former councilor I know how the system works. *“I do all this because I don’t want to see my people fail in life”*. Your leadership must create positive changes in the lives of the people you lead.

I have facilitated the youth to form a football club. Through sports, they keep out of trouble; learn about the importance of working as a team and what it takes to achieve one’s goals. I get invited very often to all kinds of functions. *“I use such opportunities to emphasize the role education plays in making people successful, healthy and self reliant. I’m still a key player in information dissemination in the community”*.

I’m a member of the Board of Directors in many schools including: Mvara S.S.S and St. Mary’s Girls School Ediofe despite my religious denomination. I’m a Muslim but while serving as an elected leader I built good relationships with several people from all walks of life and different religious denominations. These relationships will continue to serve you well after you leave active politics or when you intend to return to it.

It is important to have an agenda when you contest for election. I always had an agenda which guided what I wanted to accomplish for my people. Some of the major reasons for contesting for public leadership were to improve the standard of living of my people, and to be a role

model particularly for Muslim women and girls. *“The culture in which the Muslim girls and women live suppresses them and does not provide them with opportunities to harness their potential to the fullest”*. Hajati Hanifa believes that *“Women can do what men can do apart from God given biological roles like bearing children”*

I also believe in team work and development for my people. *“I contest for election because I want to work with other councilors to contribute towards development of Arua district including: improving the standard of education and roads and economic empowerment of our people”*.

When I got elected in 2006 as the Speaker of Arua District Council, I also became the Chairperson of Ethics and Accountability on Uganda Local Government Association (ULGA). The position provided me with opportunities to travel both within and outside Uganda. Through my travels I acquired knowledge and was exposed to new ways of performing my roles and fulfilling the expectations of my electorate. Elected leadership exposes women to new knowledge and skills particularly if they occupy positions in council like Speaker, District Executive Committee (DEC) or Chairpersons of standing committees. Women should strive to occupy these positions when elected into council. Lobbying and advocacy for gender balance can be used to convince councillors about the importance of this in all positions of leadership in council.

It's important to make a contribution while in elected office. During my term as the Speaker of Arua District Council, I successfully lobbied the district for land on which River Oli Headquarters (a division in Arua Municipal council) which I represented currently stands. I was privileged to preside and successfully oversee the passage of gender responsive ordinances like the one on Education, Water and Sanitation and Domestic Violence. It's important for women councillors not to forget their descriptive constituency when they get into political leadership. Women and girls depend on you to ensure that decisions made in planning, budgeting and programming are responsive to their needs and interests. I promoted integrity as a key value for councilors and followed a policy of zero tolerance to corruption. I invited the office of the Inspector

General of Government to audit my performance as Speaker during my tenure and scored highly on guiding council to manage public funds transparently and efficiently.

While in public leadership it's important for women to be of good character, conduct themselves well and dress appropriately at all times so that attention is focused on their performance. If women in leadership are to succeed, they must not allow issues of poor dress code, bad character and immorality to distract their electorate and detractors. They should also reflect and review their performance regularly so that they correct anomalies as they arise. Women in leadership should make use of opportunities which expose them to new ideas and ways of doing things. Women leaders who leave active politics should mentor those in public office. This can only be successful if the women in leadership are open to it.

Women who minimize their potential should ask themselves the question: why was I born a female? It is important for women to first contribute to themselves in terms of education and economic well-being among others then to the community. Women who have lost election should realize that they remain relevant in transforming their communities in a different way. They should not disappear from the public and have clear aims and objectives of what they want to do with themselves and how they want to serve even after public leadership. I advise women in leadership to be economically independent and self reliant in order for them to make a difference in the lives of other people. People learn by seeing. If you are successful outside public leadership, they will still gravitate towards you. With regard to being self reliant economically I will give an example of myself.

"I have 30 acres of land in Kapchorwa district where I do farming. I grow: maize, irish potatoes and rice. My produce is sold in Kenya at a good price. I have a source of income here. That's why am happy and living a good life, even after losing elections in 2011."

In terms of contributions women no longer in elected political leadership should make it's important for them to make themselves available to the current women political leaders in case they need advice and guidance in performing their roles; Start community initiatives that keep you busy and abreast with issues of the community; Be active in community affairs and life. People will appreciate your efforts in helping them and you will remain relevant in the community.

Women out of public leadership are better placed to spearhead advocacy on many challenges the community faces including: domestic violence, rape, defilement and should join organizations like WDN-Uganda Chapter to participate in the activities of Non Governmental Organizations (NGOs) and Community Based Organizations (CBOs).

Women who were former public leaders should not think that the community only needed them when they occupied public office.

"In fact, outside public office, former women councillors have more time to help the community to identify their problems and guide them in solution finding bearing in mind that they possess knowledge, connections and experience from serving in public leadership"

Hon.Hajjati Hanifa Rizigallah
Speaker Arua District Council 2006-2011

Part Three:

Balancing Your Private & Public Life As A Woman Councillor

As leaders, you lead both private and public lives. The table below shows some of the activities which women councillors do in their private and public life.

PRIVATE LIFE	PUBLIC LIFE
Care for the family	Attend committee and council meetings
Attend family functions	Conduct monitoring visits in the sub-counties
Entertain visitors at home	Attend public functions
Visit children at school	Attend budget conference
Attend to private business e.g. SACCO meetings	Network with stakeholders to attract support for the sub-counties I represent
Fulfil your duties as a wife and mother	Attend meetings and trainings to which I'm invited
Community worker	Hold meetings with my electorate
Do domestic chores	Attend radio talk shows
Attending lectures	

The table above illustrates that you have a number of activities to attend to both as a leader and a private citizen. You therefore have to balance your roles in order to be effective. Below are some tips to enable you to do this.

- **Learn to program yourself.** This entails planning each day and ensuring that as much as possible you abide by the program. List all the activities you intend to do in the day and use the to-do list to guide your program.
- **Time management:** In order to know whether you are managing your time well, write down what you do on a daily basis and see the activities which take the most and least of your time. Assess your time sheet to see if you are spending your time productively. Make the necessary adjustments in your time sheet to ensure that the time you spend in your public and private life is making a difference to those whom you lead and the time required for your private affairs respectively.

Ensure that your program has time allocated for each activity. Decision-making is a key component of time management skills, particularly for women who are masters at multi-tasking. Making smart decisions in your everyday life in terms of how you choose to allocate and manage your time is an essential practice to making smart decisions as a leader. If, for example, you find you are spending too much time in meetings and not enough time doing actual work, delegate the task of meetings to a colleague or someone you supervise. If you are spending too much time in front of the television, prioritize what you benefit from watching (even if it is only to watch something light that quiets your mind) and watch only that. If you want to exercise more, decide to do so and make time by reducing the amount of time you spend online or getting ready in the morning.

Tip: Always have up to three things to do while waiting

So much of our time is spent waiting: for a boda-boda, for a meeting to start or for a car to arrive to enable you to go somewhere. Avoid the feeling of being unproductive in these circumstances by always having these on hand:

- A magazine or book to read if you feel you aren't spending enough time reading for yourself.
- Documents to review if there isn't enough time at the office to devote to longer term projects.
- Phone numbers to make important calls that would otherwise take away time at your desk.
- A laptop to work offline and prepare all the emails you have to send by the end the day.
- A small, portable notebook to jot down all of your brilliant ideas!

It is important to ask for help when you need it to enable you accomplish the tasks in your to do list. There are times when, despite having the best intentions to get things done, you might get sick, have to attend a last minute meeting or have to prioritize a personal obligation, which means that inevitably, something on your to-do list will have to go. So be kind to yourself. Whenever you feel you haven't done enough, or should be doing more or feel frozen by the fear of moving forward, take time to acknowledge and appreciate all you already do and all you've accomplished. Never stop striving for that balance. Hold onto your faith in your capacity to achieve – that's true confidence.

- **Prioritization:** Every day, there will be activities that are priorities. Ensure that your to do list places activities in accordance to the priority.
- **Being organized:** It involves having your plan, knowing which tasks to accomplish and when, including names of people on your to do list of people who can help you to do certain tasks. It can also mean not scrambling at the last minute to get things done. It therefore involves being prepared before undertaking any task. For instance, it can mean planning what you will wear the next day, a day before so that you do not waste time trying on different clothes in the morning.

- Learn to delegate: You will not be able to achieve all your goals if you do not learn to delegate. When you delegate give clear instructions to the person you are entrusting with your roles because you are still accountable for the tasks that you delegate.
- Learn to use social media and new tools of communication to get some things done. For instance, typing your report on a computer and sending it by email can save you time and money (transport) to physically deliver a document.
- Make your home space comfortable because it can contribute to making you relax after a long day.
- If you are married or have a partner be open about your schedules and activities and be faithful to him. Unfaithfulness breeds stress and can be make you fail to balance your private and public life. In some cases it can make you fail to get re-elected and contribute to destroying your political career.
- Create time for yourself. This will enable you to reflect on your work and private life. You will also be in position to change what you do not like about your life if you regularly evaluate it.

Conclusion:

Moving Forward

Every woman leader has potential to make a difference while in leadership due to the opportunities that come with being in public life. The Guide has shared the opportunities that come with being in public life. In order for women leaders to gain from these opportunities, they must make an effort to harness them through increasing their knowledge, skills and information.

Consider this guide as a living document. Send us your comments, critiques, additional reading and testimonials of what you have tried and decided worked or did not work; write to us about what you would like to see in future versions of this guide and stories of how you've shared it with others: paritua@wdnuganda.org

Your challenge from this point forward is to put all the pieces of this Guide together to achieve your goals. All of the sections in this Guide are inextricably linked; you cannot think of networking, for example, as something that you do that is separate from communication or effectively managing your time. Rather, apply a new approach to your leadership and after leadership by combining all of these tools and strategies together so you can be as powerful as you can be.

Annex A

Tips On Networking

A network is a space, either virtual or real, where people are connected to each other. In simple terms, a network can be a friend you have who has a friend you want to meet because that friend has a connection or a skill that could accomplish a task necessary for your project. It can be an alumnus from your university with whom you get in touch to promote a cause you are working on and who shares your ideas and message with the larger alumni network. It can be an international association of activists working toward a common goal, with the ability to share information both locally and globally.

STRATEGIES FOR NETWORKING

Step One: Define the people you “need”

Who are they? What organizations do they volunteer/work for? What kind of positions do they hold? Do they have any decision-making authority? Can they help you or provide support and resources?

Step Two: Define your networking objectives

Ask yourself: What are your objectives for particular networking opportunities? Are you looking for volunteers? Resources? Relationships with other people in your field? What do you expect to reach as a result of your networking?

Step Three: Prepare

Prepare your introductions, be ready to answer questions about your project, have your business cards ready and share your information during events that provide networking opportunities, such as conferences, dinners, informal gatherings and student groups. Remember your tips on communication skills about your presence, voice and image!

Step Four: Follow-up

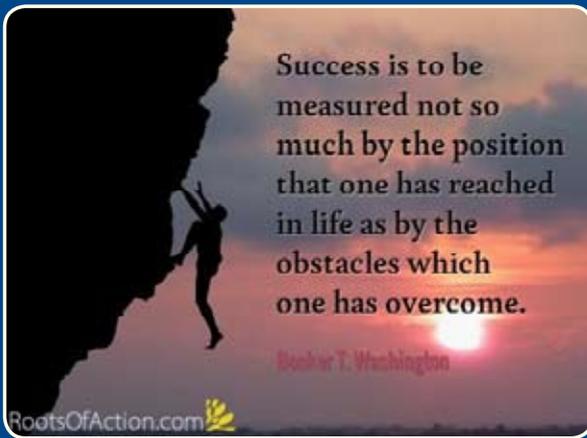
Follow up with your favorites—after you get a chance to meet with new people, follow up with the ones that are most interesting or relevant to you, your organization and your project. Call or email them shortly after the event is over and ask for a meeting. Make notes on the back of their business cards to remember something personal about them (i.e., Joe Smith, father of two, likes opera); those personal connections can help open up future conversations.

Step Five: Be available

Be available for people in your networks. Remember, as much as you need them, they might need you; and as much as you do for them, they will do for you, with the same enthusiasm.

References

Gabriella Borovsky, Sarah Cherrabi El Alaoui and Megan Doherty (2010); *Confidence, Capacity, Connections-A Young Woman's Guide to Leadership*; National Democratic Institute



Success is to be measured not so much by the position that one has reached in life as by the obstacles which one has overcome.

Booker T. Washington

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