



With funding from



## “CSOs and Policy Dialogue”

### Part III - CSOs systematically engaging in Policy Dialogue

#### Rapid Gender Analysis: Assessing women’s capacity and meaningful participation in public decision making spaces in Omugo settlement Gulu and Arua Cities

##### Introduction to the Policy Dialogue III project

Policy Dialogue III is a three year, January 2020–December 2022 project whose focus is to institutionalize the learnings of previous phases of Policy Dialogue (I and II) at individual partner level and provides further capacity building support to partner organizations to influence policies/laws and their implementation for the benefit of marginalized populations. Policy Dialogue III consortium project’s overall objective is, “Contributing to a political environment in East Africa that is directed towards justice, equity and the inclusion of marginalized people”. The specific objective is “enabling CSOs in East Africa to systematically influence policies in the interest of marginalized people”. The project aims to achieve three results namely;

1. To anchor Policy Dialogue institutionally at partner organizations and cooperation frameworks of the Austrian development community.
2. To successfully influence policies for the benefit of marginalized people and gender equality.
3. To identify and address constraints to and measures for an inclusive system for East African CSO engagement in Policy Dialogue.

In Uganda, CARE is implementing Policy Dialogue III alongside the Women and Youth Resilience Project (WAYREP),. It is implemented in selected divisions in Gulu (Pece and Bardege) and Arua (Oli division), Omugo host and settlement targeting selected women and girl-led groups, activists and women leaders. This Rapid Gender Analysis (RGA) focusing on women leaders in the project locations was undertaken purposely to gather information and gain an understanding on women’s active and meaningful participation in public decision making processes and spaces. This RGA is informed by data, information and evidence collected from women leaders at various levels, including women councilors, refugee welfare councils and block leaders, as well as from previous RGAs and other relevant literature.

## Summary Analysis

**The problem:** Women and girls are systematically excluded from participating in decision-making and shaping policies and laws that affect them, yet their male counterparts remain the power holders in the majority public offices, hence dominating decision-making spaces. The disproportionate representation of men has been exacerbated by the COVID 19 pandemic. For example, the RGA conducted for the WAYREP project<sup>1</sup> confirms that decision-making platforms such as the COVID task forces are dominated by men and that women's voice were marginalized since men occupied the most and influential positions. In Gulu for example, the task force included 15 men and only 3 women and of its 4 subcommittees, only one was led by a woman. In Arua, there was slightly more balance with 11 men and 7 women in the taskforce. This unequal representation meant that the decisions being taken were unlikely to be taking into account the experiences and needs of half of the population. The pandemic also considerably increased women and girls' unpaid care burden as they are looking after children out of school and household members out of jobs at home in addition to being on the lookout for food items, hence not prioritizing participation in decision making platforms. Resulting from the increased care burden and movement restrictions due to confinement and physical distancing, and because a considerable number of women had no access to news or to their usual sources of information, women also had less access to information on COVID 19 .<sup>2</sup> In addition, while the number of women representatives as women councilors and women Members of Parliament (MP) steadily increases with every election, this does not necessarily lead to their meaningful participation and engagement in decision-making.<sup>3</sup> It is also important to note that the increase in number of women representation is a result of the creation of new constituencies and cities-which also come with additional city council structures.

**The implications:** When women's voice is excluded from decision-making platforms, it is very unlikely that women and girls' distinct needs will be expressed, let alone addressed in the decisions that are being taken. Women and girls experience day to day life, and social, political and economic issues and crises differently and distinctly to men and boys. As indicated above, when pandemics break out like COVID-19, their needs and voices are usually marginalized. Many men and women also lost their livelihoods. Amidst such challenges, their lack of participation in public decision-making spaces meant their needs and concerns are left unattended to. When women/girls are left out, the community and nation at large is at loss. In fact, experience shows that when special emphasis is invested in empowering and providing space and opportunities for women and girls, communities benefit most<sup>4</sup>. Women's equal inclusion in decision-making will therefore lead to more responsive and more effective solutions for the community as a whole. For example, adapting

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<sup>1</sup> CARE International in Uganda, *COVID-19 Rapid Gender Analysis for COVID-19, May 2020*: [http://careevaluations.org/wp-content/uploads/CARE-International-in-Uganda\\_Rapid-Gender-Analysis\\_May-2020\\_final.pdf](http://careevaluations.org/wp-content/uploads/CARE-International-in-Uganda_Rapid-Gender-Analysis_May-2020_final.pdf)

<sup>2</sup> CARE International in Uganda, *COVID-19 Rapid Gender Analysis for COVID-19, May 2020*): [http://careevaluations.org/wp-content/uploads/CARE-International-in-Uganda\\_Rapid-Gender-Analysis\\_May-2020\\_final.pdf](http://careevaluations.org/wp-content/uploads/CARE-International-in-Uganda_Rapid-Gender-Analysis_May-2020_final.pdf)

<sup>3</sup> <http://www.un.org/womenwatch/daw>.

<sup>4</sup> [www.care.org](http://www.care.org) (*Strong Women, Strong Communities CARE's holistic approach to empowering women and girls in the fight against poverty*).

the provision of GBV and Sexual and Reproductive and Maternal Health (SRMH) services in the context of lockdown was made possible only after women-led organizations and activists advocated for this.

CARE's Inclusive Governance position paper reaffirms the position that the over-representation in public life of men and other dominant groups (e.g. heterosexual, cis-gender, white, non-disabled, dominant ethnicities/caste/religion) not only widens inequality, oppression and abuse of power in all forms but are also root causes of poverty, injustice and insecurity. Not being adequately represented in decision-making has a direct and negative impact on the well-being of excluded groups. The exclusion of women and marginalized groups from public and political decision-making leads to laws, policies, public decisions, budget allocations, services, development programmes and humanitarian assistance that do not take account, adequately or at all, of different women's experiences, needs and rights. The relative absence of women and marginalized groups from public life also reinforces beliefs and expectations that they are less competent leaders than dominant groups, and do not belong in the public sphere. The result is a vicious cycle of women's expertise and priorities being left out of public deliberation and problem-solving, and development policy that leaves most people behind.<sup>5</sup>

Women's Rights Organizations and activists are central in demanding for meaningful participation and representation by elected women leaders in decision making spaces is key. Development actors like CARE Uganda will require to enhance the capacity of women groups and elected leadership to enable them to participate in decision-making spaces more meaningfully and effectively, including during COVID-19 and post COVID 19 recovery response plans. There is a need to support and monitor the changes that are necessary to improve the quality of women's participation in public and political life in areas where CARE works.<sup>6</sup> Policy Dialogue III needs to focus its capacity building to enhancing the capacities of women leaders *and* improving the quality of their participation in decision-making spaces.

**The project as a solution:** Policy Dialogue III, working alongside the Women and Youth Resilience Project (WAYREP), will foster an enabling environment and empower marginalized women and girls to have the knowledge and capacities to claim their rights and participate in and influence decision making processes so as to have their voices heard.

The project works with 20 women political leaders, 40 community women/girl activists and 60 representatives of advocacy groups in the project locations. The project seeks to ensure that these women and girls effectively participate in the policy dialogue processes at community, district and higher levels. The meaningful participation of women in policy dialogue processes will contribute to the development and implementation of more representative, inclusive and

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<sup>5</sup> CARE Inclusive Governance, Transforming Leadership, Challenging Injustice CARE's approach to achieving women's equal voice and leadership in public life and Decision-Making-Position Paper (*Page 13, paragraph 2*)

<sup>6</sup> CARE Inclusive Governance, Transforming Leadership, Challenging Injustice CARE's approach to achieving women's equal voice and leadership in public life and Decision-Making-Position Paper

therefore relevant international, national and local GBV legal instruments focusing on Women Peace and Security (WPS) and enhance their influence in decision-making spaces.

### **Purpose of the RGA:**

This RGA therefore focuses on the experiences of women leaders in accessing and participating in decision-making spaces in the PDIII locations. It draws from these experiences, a deeper analysis of barriers and opportunities for women's greater participation and voice in decision-making, and from these, provides recommendations for improved PD3 programming.

### **Scope of public spaces**

In this RGA, considering that the project focuses on women at community and district levels, 'public spaces' refers to the different engagement forums for women leaders such as council meetings, budget conferences, sector specific committee meetings (health and social services, gender, production etc.), parish development committees. Other spaces that provide an opportunity for all women leaders to participate in policy dialogue including community dialogues and barazas between leaders and community members.

### **Methodology**

The RGA employed a mixed methods approach drawing on qualitative primary and secondary data. The data collected included:

Secondary data in a literature review of previous RGAs undertaken by CARE Uganda in 2020, under the WAYREP and Global Affairs Canada III project-whose focus was on Refugee Welfare Council leaders, the Women and Youth Resilience Project (WAYREP) project baseline report 2020, as well as publications on the state of women participation in public spaces. Please see Annex A for a full list of reviewed documents.

Primary data was collected from key informant interviews targeting 5 stakeholders (F=4, M=1) relevant to the Policy Dialogue III RGA inquiry (3 in Arua and 2 in Gulu). This was part of CARE Uganda/WAYREP RGA and interactions during WAYREP baseline survey and implemented activities in July, 2020 and through November-December, 2020 during 16 days of activism season. Among the five, one respondent was drawn from civil society, one from the Lugbara cultural institution, one from Gulu Diocese and two from Community Development Offices in Gulu and Arua Cities. These provided insights on the state of women participation in public decision-making spaces.

The RGA team also held one Focus Group Discussion (FGD) in November, 2020 constituting 10 women leaders in Arua City-Oli Division amongst whom were women leaders at various levels: 2 village women council leaders, 6 Local Council III Women Councilors, 2 Local Council V or Municipality councilors in Arua City council. For more detail on the FGD participants, please consult Annex B.

## Literature review and RGA Findings

### Women and girl's meaningful participation in public decision-making spaces

Gender equality and women's empowerment remain central tenets for development progress on the continent with specific attention given to this in Africa's 50-year vision and plan for development and integration, Agenda 2063. However, the nagging claws of gender inequality in the continent continue to impede women from contributing to the development agenda and lending their voice as they are precluded from many development-oriented conversations.<sup>7</sup>

Equal voice, participation, leadership and representation are a matter of rights, self-determination and fairness. Every person has the right to equal participation in the public and political life of their country – including the right to take part in the conduct of public affairs, to organize and protest, and to vote and stand as candidates in periodic and free and fair elections. To fulfil human rights and to achieve gender equality, we must progress the equal representation and participation of decision-making of women in all spheres of public and private life, and we must recognize and support the critical role that feminist activism plays in challenging an unjust status quo and championing fairer and more sustainable ways of living together.<sup>8</sup>

There is a great interconnection between securing public spaces and making them favorable for women, with empowering them and promoting their effective participation in leadership at all levels. In the current deep rooted social norms, women were confined to house bound domestic roles, however, they are increasingly breaking the glass ceiling towards increased participation in public spaces including politics, advocacy, business, sports, entertainment and other public sectors. “As the world today goes through many fundamental structural changes – from the advent of digital economies to the transforming relationship between people and work – an important trend that is emerging is the changing association between women and public spaces”<sup>9</sup>. However, public spaces have been traditionally structured according to patriarchy and men continue to dominate decision making within them.

Strategies need to be put in place to make public spaces more accessible for women's active participation. “After all, women having equal access to public spaces is imperative not just for gender justice but also critical for women to contribute positively towards society as a whole. In this regard, public spaces need to be reimagined to make women equal stakeholders. When women are able to claim public spaces as their own, it will automatically push back patriarchy more”.<sup>10</sup>

Despite growing international commitments on gender equity, there is a persistent gender gap in women's political representation, extending far beyond legislative halls and executive offices to town and village councils. Although almost

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<sup>7</sup> Women Participation in Decision making, still a man's world? | by DataScience LTD

<sup>8</sup> CARE Inclusive Governance, Transforming Leadership, Challenging Injustice CARE's approach to achieving women's equal voice and leadership in public life and Decision-Making-Position Paper

<sup>9</sup> <https://timesofindia.indiatimes.com/blogs/toi-editorials/owning-public-space-its-time-to-begin-a-movement-to-make-public-spaces-friendly-and-empowering-for-women>

<sup>10</sup> idem

all countries with constitutions in force enshrine gender equality and non-discrimination principles, many women still have not attained parity with men, particularly in poor, rural and indigenous communities.<sup>11</sup>

In Uganda, the situation is not very different from the global and regional picture detailed above. There is unequal access to decision-making spaces by women when compared with men. Research findings on this issue has shown that barriers to women's meaningful participation in decision making exists on three levels or fronts: the individual level (agency), the community and household environment level (relations), and the legislative, regulatory and normative level (structures). WAYREP baseline research findings for example show that at community level, there is a low level of civic and community engagement amongst women in particular, with a majority of 69% of female respondents answering "No" to whether they participate regularly in a community group, compared to only 33% of their male counterparts. When it comes to expressing dissatisfaction with service delivery, a majority of women – 52% - said that they did not feel able to express dissatisfaction, and the younger the women are, the less they felt they can express dissatisfaction with a service.<sup>12</sup> It is important to note here that even when women leaders are present in decision-making spaces – for example, women councilors at various levels in village higher level councils – this does not necessarily mean that they will be able to effectively and meaningfully represent women's interests. This is partly due to the low levels of civic and community engagement in the community, but also due to their own skills, confidence or beliefs and to the patriarchal system within which they must operate.

We have categorized barriers to women's meaningful participation in decision-making in three parts: structural barriers, agency barriers and relational barriers. This categorization corresponds to CARE's Gender Equality Framework. More information on the framework can be found from pages 7 to 9 on [this hyperlink](#)<sup>13</sup>.

### **Structures:**

Women's active participation in political leadership spaces is often probed and demeaned and this has resulted into most of the women in such spaces to remain passive participants. People often criticize women's active engagement and see them as overstepping their boundaries and violating social norms considering the social expectations of confinement for women to domestic spaces. 'Patriarchal thoughts limit opportunities for women, especially in the political sphere where patriarchy deems women subordinate and unsuitable for certain positions of leadership. An egalitarian culture fosters women's involvement in electoral politics, but hierarchical culture impedes it. How favorably or unfavorably the society views women's involvement in politics depends on where its culture lies in the egalitarian-hierarchical cultural spectrum'<sup>14</sup>.

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<sup>11</sup> <https://timesofindia.indiatimes.com/blogs/toi-editorials/owning-public-space-its-time-to-begin-a-movement-to-make-public-spaces-friendly-and-empowering-for-women>

<sup>12</sup> WAYREP baseline report, December, 2020

<sup>13</sup> "2019 : Gender Equality and Women's Voice Guidance Note", CARE: [https://insights.careinternational.org.uk/images/in-practice/GEWV/GEWV\\_guidance-note\\_english\\_2019.pdf](https://insights.careinternational.org.uk/images/in-practice/GEWV/GEWV_guidance-note_english_2019.pdf)

<sup>14</sup> Women's political leadership in East Africa with specific reference to Uganda (cpahq.org)

Furthermore, women in Uganda are socialized to be submissive and not question views of men. Women do not have the confidence to question and put alternative views forward. When women disagree, they are considered to have violated the social norms. Accepted and patriarchal conceptions of women as mothers, men as leaders and the higher expectations we hold women to, affect their capacity to participate in decision-making spaces. Some examples of high expectations in women includes paying due attention to domestic responsibilities especially child nurturing and upbringing. Culture and patriarchy automatically accords men a leadership position in society, however, women have to overcome more hurdles and put in more effort into proving themselves as decision-makers in order to earn a seat at the decision making table.

Women engaged in the formal wage labour force are more likely to participate in political leadership as well as engage in public spaces. This is mainly because they have greater financial independence as well as higher levels of education and self-esteem. 'Women in Sub-Saharan Africa are frequently employed in the informal sector or involved in subsistence agricultural activities. Active women in the formal labor force are the minority.'<sup>15</sup> Given this finding, most women (i.e. those working in the informal labour market) will be less likely to be involved in decision-making and leadership activities beyond the home, and for many, even within the household. The situation is not any different in refugee host and settlement communities where leadership structures and positions also favor men, with significantly more men at community and sub county levels, and especially the positions with the most power. Where women are considered for leadership, they are often restricted to low-power positions such as secretary or block leader. Findings in host and urban communities revealed that while part III of Article 10 of the Local Government Act, 1997 provides for 1/3 of women representation at local council levels, it is clear that local councils remain mostly and mainly dominated by men. This is attributed to low awareness and interpretation of the quota to mean that the women/s entitlement is 1/3 and nothing more, coupled with social construction of certain positions being suitable for men and not women<sup>16</sup>. Amidst this lack of awareness, the electorate ensure that only the 1/3 constitutionally provided quota for women is given and nothing more in regards to other elective positions where women can also compete.

## Agency

The lack of 'power within'<sup>17</sup> is greatly linked to social norms and socialization. Most women in Arua and Gulu, as is in Uganda, have been socialized to be subordinate and thus do not have the confidence to speak out. On the contrary, men are socialized to be confident and to take lead. This has greatly hindered women's participation even when in positions on leadership.

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<sup>15</sup> Women's political leadership in East Africa with specific reference to Uganda (cpahq.org)

<sup>16</sup> The Uganda Local Government Act, 1997

<sup>17</sup> "**Power within**" has to do with a person's sense of self-worth and self-knowledge; it includes an ability to recognize individual differences while respecting others. '**Power within**' is the capacity to imagine and have hope; it affirms the common human search for dignity and fulfilment.

Education instils interest in political matters and educated women would be more adept to seek elective office, however, according to the UN, Africa's female educational enrolment rates remain the lowest globally<sup>18</sup>, with West Nile and Acholi still at 47.3 % (compared with 19.7% among men) and 44.7% (compared to 13% among men) of women who cannot read at all.<sup>19</sup> These high levels of illiteracy among women inhibits them from competing fairly with men in leadership, besides being influential in decision-making spaces. Women are also less likely to present themselves as candidates, often seeing themselves as lacking the skills necessary to perform well in politics. Sometimes women hesitate to become involved in party politics and show preference for participating in social movements, which are less structured and more goal-oriented. The FGD held in Arua city did reveal low levels of education being a big hindrance to women leadership and brings forward the need to address literacy levels of women since the lack of it greatly affects their confidence to participate meaningfully in decision-making spaces.

Women leaders expressed a limited awareness of their rights, knowledge of the formal governance structures, and opportunities to meaningfully participate. With the high illiteracy levels and language barriers, they are limited in access to information. It was evident that women often had very limited self-confidence and fear speaking out in public, which is linked to a fear that women who are active in public life may be subjected to violence for transgressing gender norms. There is also a perception that women with limited financial means and/or who do not speak English well will not be respected as leaders by their community. (FGD respondent in Arua-River Oli)

Furthermore, the burden of family care falls disproportionately on women, and according to UN Women, women undertake three times more unpaid work than men and spend about half as much time in paid work. Women's participation in leadership and community activities presents an extra time burden and potential competition for time with domestic duties and the kind of community work that is more closely associated with their reproductive roles.

## **Relations**

Participation of women in leadership and public spaces like community meetings can be undermined by family members and family responsibilities. When family feels that such activities do not contribute to the family's earnings and will shame the family, women are denied to participate. Experience illustrates well how married women still face barriers to participating in community activities and in politics if they do not have the support of their husbands. There are incidences of family members denouncing women who have taken the path of political leadership.

The tendency of sexual harassment towards women in leadership and women in public spaces equally impedes participation of women in public spaces. According to the UN, 'Eighty-two per cent of women parliamentarians who participated in a study in 39 countries across 5 regions in 2016 reported having experienced remarks, gestures and images of a sexist or humiliating sexual nature made against them or threats and/or mobbing to which they might have

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<sup>18</sup> The United Nations Development Report of 2000

<sup>19</sup> The Uganda Demographic and Health Survey, 2016



been subjected. They cited social media as the main channel through which this was perpetrated with nearly half of those surveyed (44%) who reported having received death, rape, assault or abduction threats towards them or their families'. While this report provides examples from other countries like Congo and not Uganda, Uganda is member to the Inter Parliamentary Union (IPU) that conducted the research. Sexual harassment stories have hit the spotlight in Ugandan media, while it is clear that some women parliamentarians do not speak out for fear of the consequences. It is important to note that sexual harassment expresses and reinforces inequalities of power. The powerful can use sexual harassment as part of an exchange (*quid pro quo*) where their power allows them to confer a good (e.g. a job, promotion, attendance at a meeting) in return for sexual engagement. Sexual harassment can also create hostile or intimidating environments without relying on specific exchanges<sup>20</sup>.

This Rapid Gender Analysis findings on barriers to participation for women refugees in Omugo settlement revealed that participation of South Sudanese refugee women in community and public decision-making also remains low. There were restrictive gender norms and unequal power relations and these are the central causes of unequal participation in decision-making spaces between women and men. Men place restrictions on women's movement and participation. Literature reviewed in this RGA found that men are concerned that women might neglect domestic duties, engage in extra-marital affairs, or be negatively influenced by other women if they engage more freely outside the home. The findings revealed also that women had no or limited time to engage in community life and decision-making because of their triple burden of reproductive, domestic and productive roles. Women's domestic burden is exacerbated by poverty and limited basic services like water, firewood, healthcare and education.<sup>21</sup>

The FGD findings in Arua did highlight the challenge of sexual harassment /intimidation which in some cases deters women from participation. Sometimes women are simply dodging advances from male counterparts and will miss meetings or "even not show up" says one of the FGD participants in Arua City.

From the one FGD with women councilors in Arua municipality held in November, 26th 2020, one of the key challenges noted is that much as the women have gotten positions of leadership and do participate in council meetings, they are still affected by the cultural norms of not questioning men. 'Some men use this chance to intimidate and bully women who express their views during meetings' (Woman Councilor Arua City). The FGD also revealed a fact that women will be judged and respected in public spaces based of how they perform at their respective homes. Furthermore, women felt that they obtain confidence in public if their homes are 'in order'. It is therefore clear from desk review and FGD findings that women's role and responsibilities within the household are held in higher esteem and are more respected than any role they may have in community decision-making. This judgement and pressure from the family and community to avoid leadership and focus on duties in the private sphere serves as a constant barrier to women's meaningful participation in decision-making.

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<sup>20</sup> UN report on sexual harassment – 2018

<sup>21</sup> CARE Learning brief on Women Lead in Emergencies in Uganda (A pilot project: 2018-2020)

## **Women in politics**

Women in local and national-level government positions also have their fair share of barriers and challenges to deal with. Even before gaining a seat or winning an election, the concept of women presenting themselves to fill certain roles is considered a no-go. Women have continually wanted to vie for such positions, however, with fear to lose out. Some of the positions highly feared include; Local Council III/ City Mayors, Chairperson Local Council V, and Constituency Members of Parliament, while women are perceived more suitable for Member of Parliament and for Councilor.

Arua women FGD respondents acknowledged that there is immense infighting within political parties, yet they are determinant in someone's win. Women many times want to rally behind a particular female candidate and support them, however, political parties overrule and efforts are curtailed. Most times, women provide fellow women candidates support at individual levels, rather than as a women caucus especially, when such women are from different political parties.

Moreover, women leaders expressed concerns over elections/campaigns having been monetized, making them less affordable to majority of women. Amidst a poor population, sustaining campaigns remains challenging without sustainable income. Women leaders also recognized the fact that majority of women are organized in groups, however lack capacity building to prepare them for future leadership. Those that are already leaders are not skilled enough to reach or serve their constituents and deliberate effectively in decision-making spaces. Women leaders acknowledged the lack of guidance and external financial support, noting also that past elections were violent with women usually the victims and mostly affected. (FGD- Arua in River Oli division).

## **Recommendations and suggested strategies to increase women's meaningful participation in decision-making in the PD III project**

- In order to have their voices heard and influence on matters that affect them, women leaders need to utilize effective negotiation skills, build relationships and work with men whenever they need their issues presented on the council order paper. Capacity building opportunities will be helpful in helping them enhance their negotiation and relationship building skills.
- Due to women's small numbers in councils and executives, it is essential to bring male council representatives on board and enhance their capacity on gender equality issues, in preparation to care about women issues. Engaging men as champions is increasingly acknowledged to facilitate success in promoting women's participation.<sup>22</sup> And the Commonwealth women in leadership discussion paper expert group emphasizes the crucial role men play in enhancing women's representation and participation, and in promoting gender equality policy development.<sup>23</sup>

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<sup>22</sup> CARE Inclusive Governance, Transforming Leadership, Challenging Injustice CARE's approach to achieving women's equal voice and leadership in public life and Decision-Making-Position Paper

<sup>23</sup> [Women in Leadership Discussion Paper FINAL.pdf \(thecommonwealth.org\)](#).

- Being confident and well informed on your viewpoints makes male leaders know that without such influential women in Council, they will fail to proceed on critical issues. It is essential that women leader's capacity is enhanced to be able to constitute women caucuses- key platforms to bring together women leaders and aspiring women leaders to routinely discuss and agree on clear actions and issues for pursuing at various levels. This will go a long way in enhancing their self-esteem and confidence to effectively represent their constituents and presentation on critical issues that affect women. Women leaders need to be provided training and mentorship to build their confidence, self-belief and capability to meaningfully engage and participate in decision-making spaces. Female Member of Parliament can be selected as mentors to periodically facilitate mentorship visits to inspire upcoming and current women leaders in the project target locations. Such trainings and mentorship will continually enhance their confidence to vie for positions of interest and reduce their fear to lose out.
- Women leaders should be encouraged to undertake budget tracking and advocacy, monitor the allocated budgets and their implementation to ensure issues that affect women are delivered. Since most women are self-organized in groups, with the Government of Uganda livelihoods improvement programme named "Emyoga", women groups need to re-organize and position themselves as candidates for receiving the grants- as increased income gives them the possibility to invest time in policy dialogue activities. Such groups can be utilized to champion and position women leaders and spaces where new women leaders can be identified, supported and mentored. Such groups will be critical platforms for providing civic education, raising awareness on women's rights to lead and make decisions, on clarifying the leadership quota system and information provision on how women can access decision-making positions. Awareness raising on how women leaders can handle possible sexual harassment so as to effectively participate in decision-making spaces should also be conducted.
- Women in their respective groups attend community meetings organized by humanitarian agencies. They need to explore such spaces to aspire for leadership since they have a right to participate in the formal community and elected leadership structure in Omugo settlement (including block leadership and Refugee Welfare Councils) – including a 30% quota for women in the Refugee Welfare Councils.

## Annex A: Full list of reviewed documents.

1. CARE International in Uganda Rapid Gender Analysis for COVID-19, May 2020, [http://careevaluations.org/wp-content/uploads/CARE-International-in-Uganda\\_Rapid-Gender-Analysis\\_May-2020\\_final.pdf](http://careevaluations.org/wp-content/uploads/CARE-International-in-Uganda_Rapid-Gender-Analysis_May-2020_final.pdf)
2. Women Participation in Decision making, still a man's world? | by DataScience LTD
3. Owning public space: It's time to begin a movement to make public spaces friendly and empowering for women, Times of India, January 12, 2020, <https://timesofindia.indiatimes.com/blogs/toi-editorials/owning-public-space-its-time-to-begin-a-movement-to-make-public-spaces-friendly-and-empowering-for-women/?source=app&fmapp=yes>
4. Global Rights, Local Struggles: Barriers to Women's Participation in Community Land Decision-Making | World Resources Institute (wri.org)
5. WAYREP baseline report, December, 2020
6. Women's political leadership in East Africa with specific reference to Uganda (cpahq.org)
7. The United Nations Development Report of 2000
8. The Uganda Demographic and Health Survey, 2016
9. UN report on sexual harassment – 2018
10. The Uganda Local Government Act, 1997
11. CARE Learning brief on Women Lead in Emergencies in Uganda (A pilot project: 2018-2020)
12. Women in Leadership Discussion Paper FINAL.pdf (thecommonwealth.org)
13. Strong Women, Strong Communities CARE's holistic approach to empowering women and girls in the fight against poverty, [www.care.org](http://www.care.org)
14. CARE Inclusive Governance, Transforming Leadership, Challenging Injustice CARE's approach to achieving women's equal voice and leadership in public life and Decision-Making-Position Paper
15. Gender Equality and Women's Voice Guidance Note", CARE, 2019: [https://insights.careinternational.org.uk/images/in-practice/GEVV/GEVV\\_guidance-note\\_english\\_2019.pdf](https://insights.careinternational.org.uk/images/in-practice/GEVV/GEVV_guidance-note_english_2019.pdf)

## Annex B: List of Focus Group Discussion participants

|    | Name               | Title               | Location                |
|----|--------------------|---------------------|-------------------------|
| 1  | Awokoru Kalsum     | Division Councillor | River Oli Division-Arua |
| 2  | Onduru Molly       | Division Councillor | River Oli Division-Arua |
| 3  | Kalsum Abdu        | Women Councillor    | River Oli Division-Arua |
| 4  | Alia Samsa         | Women Councillor    | River Oli Division-Arua |
| 5  | Drateru Morine     | Women Councillor    | River Oli Division-Arua |
| 6  | Aziru Jane         | Women Councillor    | River Oli Division-Arua |
| 7  | Bako Maka          | Women Councillor    | River Oli Division-Arua |
| 8  | Knight Hawa Hassan | Women Councillor    | River Oli Division-Arua |
| 9  | Sunday Mariam      | Women Councilor     | River Oli Division-Arua |
| 10 | Faida Lanyero      | Women Councilor     | River Oli Division-Arua |

**Annex C: One on one key informant interview respondents.**

| <b>Name</b>              | <b>Designation</b>                                      | <b>Location</b>   |
|--------------------------|---|-------------------|
| Judith Drate             | Principal Community Development Officer-Arua City       | Arua City Council |
| Geofrey Lakwonyero       | Labour and Gender Officer-Gulu City                     | Gulu City Council |
| Mrs. Ezatia Susan Ondroa | Minister of Education-Lugbara Kari cultural Institution | Arua City         |
| Claire Achola            | Executive Director-Network of Women Leading Change      | Gulu City         |
| Rev. Norah Jacline Akidi | Governing Council Member-ARLPI                          | Gulu City         |