

UGANDA - PROGRAMME FOR WOMEN COMMITTEE CHAIRS AND VICE-CHAIRS

REPORT SUMMARY

25 - 26 MAY 2018



PROGRAMME OVERVIEW

CPA UK, in collaboration with UN Women organised a two-day workshop for women committee chairs and vice-chairs of the Parliament of Uganda¹ to improve their ability to communicate effectively with the media and the public. The two-day programme was organised on 25 and 26 May 2018 for **35 participants, including 17 women committee chairs and vice chairs** who were the primary beneficiaries of the programme.

Delivered by a UK-based communication specialist, Kate Faragher, and a Uganda-based consultant Sylvia Namujju and facilitated by Yashasvi Chandra, CPA UK Africa Regional Programme Manager, the programme covered four key themes for effective communication with the media. These key themes were:

- **Making impact with good speeches**
- **Preparing for interviews**
- **Answering spot questions**
- **Becoming an effective communicator for TV/radio panel discussions**

Each of the above themes were covered by a number of discussion sessions followed by a mock activity, where participants took the opportunity to enact the theme in a live session format. By the end of the training programme, all participants expressed their satisfaction with the programme content and structure with **92% of participants indicating an increased level of knowledge across all areas of the programme.**

This programme is the second of three activities planned and delivered in collaboration with UN Women to ensure that Ugandan **women parliamentarians feel more confident and have more impact in the Parliament vis-à-vis communication with the media, the public, and their parliamentary colleagues.**

A core outcome of the programme is the development of a communication's handbook. This toolkit will be designed to embed key learning from the programme as well as to ensure long-term sustainability in the continuous capacity building and skills building for current and future women committee members. The focus of the handbook will be on internal and external communications skills and techniques.



Participants of the training programme

IMPACT

Women parliamentarians feel more confident and have more impact in the Parliament of Uganda for their high-quality work. They are able to communicate their work effectively to their colleagues, the media and the public.

OUTCOMES

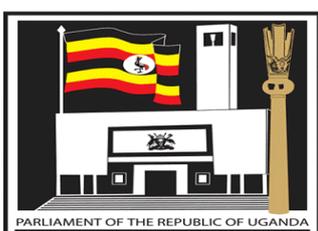
Outcome 1. Women committee chairs and vice-chairs have strengthened their technical skills to conduct committee business efficiently

Outcome 2. Women committee chairs and vice-chairs have improved their capacity to communicate with the media and internal audiences effectively

UK DELEGATION

- Kate Faragher, Founder and CEO, BeSpoke Skills
- Yashasvi Chandra, Africa Programme Manager, CPA UK

In partnership with



1. To provide participants with private and safe environment for open and frank discussions, the training was organised under the Chatham House Rule. "When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed"



UGANDA - PROGRAMME FOR WOMEN COMMITTEE CHAIRS AND VICE-CHAIRS

FULL REPORT

25 - 26 MAY 2018

PROJECT BACKGROUND

Women's representation in the current Ugandan Parliament at 34%, is amongst the highest in Africa (higher than UK at 32%). Ugandan women MPs are well represented in the Cabinet (32%), across government and in the Shadow Cabinet (30% each). However, despite these success women parliamentarians still face a wide range of challenges in their professional life.

Many women parliamentarians have to take on more domestic responsibilities than their male counterparts giving them less time to dedicate to their political work, to develop skills and take up training opportunities. Women parliamentarians also face issues like 'limited public exposure, and limited opportunities'.

Women parliamentarians are subjected to sustained, biased attacks from the media and to closer scrutiny than male MPs. 'Media coverage challenges women legislators and subjects them to unfair and biased assessments, from which it spares their male counterparts'.

To support women parliamentarians with these challenges, in 2013, CPA UK delivered a capacity building programme with the Ugandan Women's Parliamentary Association (UWOPA), to develop leadership skills and conduct effective committee inquiries. In June 2014, CPA UK organised a regional workshop in Tanzania on women's leadership which was also attended by a number of Ugandan women parliamentarians.

Following the Ugandan election in 2016, CPA UK and UN Women jointly developed and delivered a programme for women



Participants with Vote100 Flag

OPENING REMARKS

The opening remarks were delivered by Anna Mutavati, Deputy Country Representative, Sarah Mann, Deputy British High Commissioner and William Byaruhanga, Attorney General of the Government of Uganda. Anna Mutavati, while applauding the government's efforts to create more opportunities for women politicians through enactment of relevant laws and policies, **indicated that a lot needs to be done to improve the capacity of women leaders in the decision-making process.** Sarah Mann on the other hand compared women representation in the Ugandan Parliament with the UK, stating that UK at 32% is still behind Uganda. However, she noted that even with such levels of representation, women face a challenge to be acknowledged and respected. Both Anna and Sarah agreed that **there is an urgent need to enhance the skills of women parliamentarians to better engage with the media.**

William Byaruhanga, officially opened the workshop and noted that while women representation in Parliament and the Cabinet has been recognised by the Constitution of Uganda, the Parliament acknowledges the challenges women face as representatives. Underlining the role of the committee chairs, he stressed that **media engagement is important in influencing visibility and putting necessary pressure for desired outcomes.**

VOTE100

2018 marks 100 years since the UK Parliament passed a law which allowed some women, and all men vote for the first time. The Representation of the People Act 1918, which came into effect on 6 February that year, was a package of electoral reforms that extended the vote to 12.9 million men and, for the first time, 8.4 million women over the age of 30. In addition to being over the age of 30, women also had to meet a property qualification.

Furthermore, they had to be the head women of a household and occupy property to the value of £5 or more. This meant 22% of women over 30 could still not vote. The bill for the Representation of the People Act was passed by a majority of 385 to 55 in the House of Commons on 19 June 1917, followed by a vote of 131 to 71 in the House of Lords.

Women were first able to exercise their vote, and after a swift change in the law also stand for election to Westminster, in the December 1918 general election.

Sarah informed the participants that to celebrate this landmark, the UK Embassies across the world are waiving the Vote100 Flag. The Ugandan participants appreciated the effort and the Vote100 flag was displayed after the opening session.

SETTING THE SCENE

This session allowed participants to highlight their expectations from the workshop as well as underline the key challenges they face in their parliamentary work vis-à-vis communication with the media and the public. These are:

- **Lack of confidence to engage with the media and public;**
- **Lack of knowledge about the subject they are questioned on;**
- **Dealing with preconceived opinions and biases of the media;**
- **Difficulty in preparing press releases;**
- **Difficulty in dealing with spot questions from the media;**
- **Dress code and body language especially when in an interview;**
- **Structuring their speech;**
- **Intimidation by journalists;**
- **Ineffective use of social media.**

Participants also informed the trainer that during the course of two days they expect to be more confident in delivering speeches, answering journalistic questions, talking to their colleagues, and appearing in interviews. These discussions informed the trainer, who modified the programme content to adequately address the expectations and needs of the participants.

ENGAGING WITH THE MEDIA

Undertaken jointly by Kate Faragher, the UK based trainer, and Sylvia Namuju, a Uganda based media trainer, this session discussed a range of techniques to engage with the media effectively.

For parliamentarians to be effective in their role, it is essential that they can communicate effectively with the media in promoting their agenda, their achievements and current activities.

They must be able to deliver key messages and have access to relevant information. If this isn't possible then they should be in

a position to access and share such information with the press as soon as it is available. The longer the delay the less news-worthy it becomes. At the same time, **delivering key messages should be succinct and easily digestible for the media.** This is especially the case when answering questions. A good answer should be no more than 20 seconds to attract good media coverage. However, for print media, parliamentarians should prepare a short, concise, and clear press release to create maximum impact. While writing a press release, parliamentarians should keep

in mind that its objective is to get broad media coverage. The press release will therefore require careful consideration and advance preparation. A **key message can be lost in a badly written press release.**

Participants also benefited from a press release template which was prepared by Kate in advance of the training. This resource provided a useful guide to creating short and impactful press releases. The template sets out the key areas which should be included in a press release. **As most journalists get numerous press releases on a daily basis, it is vital to have an attractive subject line. The heading should contain the '5WH' (who, what, why, where, when, and how), and the story itself should not be more than 300-400 words.** A one-two line quote could be included to give an insight or impact. It should not be used to add factual information about the event.

The last part of this session was a practical exercise where participants were asked to write a press release, which was feedback to Kate for her review.

PARLIAMENTARIANS- JOURNALISTS RELATION IN UGANDA

Isaac Kimaka, President of Parliament Journalist highlighted the importance and need for **positive parliamentarian-journalist relations.** He noted that there is a trust deficit

between journalists and parliamentarians. In part because parliamentarians believe that journalists resort to sustained attack, particularly against women MPs. Distorted reports presented by reporters negatively impact their public image. Participants also said that journalists will deliberately target members to get a controversial news item which could potentially ruin their political career. In many cases journalists write unfairly controversial articles, sometimes about Members private lives, to sell their newspapers. Participants stressed

that journalists should respect the privacy of members.

While Isaac denied the existence of paid news, he confirmed that occasionally reporters seek logistical support from parliamentarians for travel costs to remote locations, as reporters do not have sufficient means to travel great distances. Participants also noted that journalists are only interested in interviewing MPs from cities or nearby constituencies. Isaac informed the participants that his team are working to

leaders to further strengthen their capacity to deliver their parliamentary responsibilities efficiently and this began with a workshop in April 2017.

With the next Ugandan General Election expected in 2021, this programme built on existing work whilst laying a solid foundation for the next parliament. Working with UN Women, CPA UK designed a set of two workshops with the aim to enhancing the technical and communication skills of women committee chairs and to increase confidence while undertaking their parliamentary responsibilities. As a result, committee chairs will be better able to engage with the media and the general public and they will have greater confidence when dealing with their parliamentary and committee colleagues.

Building on the first workshop (April 2017), this programme will deliver two more workshops with the overall aim to contributing to the UN Women Uganda Strategic Note 2016-2020 on women's political participation and leadership and UN Sustainable Development Goals.

This programme aimed to create a self-sustaining network of women parliamentarians with strong leadership skills which will lead to an increase and improvement of the representation of women in Uganda. UN Women and CPA UK remain ready to support this network as required.

The second workshop aimed to prepare participants to improve their communication skills with the media and the public, contributing to the success of the second outcome and output of this programme. This programme trained around 17 women committee chairs and vice-chairs to effectively communicate with confidence to a diverse audience.

The final workshop which will be delivered in July 2018 will aim to enhance the skills of committee members to effectively conduct committee business.

CPA UK- UGANDA RELATIONS

CPA UK has supported women parliamentarians in Uganda for many years, with a significant investment of time and resources, developing strong relationships with both the Parliament and other external stakeholders. In April 2017, CPA UK, in collaboration with UN Women, delivered a programme for women Committee Chairs. Following the success of this programme, CPA UK and UN Women agreed to provide long-term support to Ugandan women parliamentarians to strengthen their technical skills to conduct committee business efficiently and improve their capacity to communicate with the media and internal audiences effectively.

CPA UK also organised a workshop on Modern Slavery in Entebbe between 4 and 6 July 2017 which aimed to build networks to support the development of modern slavery legislation, whilst developing groups of informed and empowered parliamentarians and officials with the confidence and ability to take the lead on legislative reform. The workshop was attended by the Members of Parliament from Uganda, Ghana, Nigeria, Malawi, Mozambique and Kenya.

weed out unprofessional journalists and ensure positive relations with parliamentarians.

THEMATIC DISCUSSIONS

After initial discussions, the workshop moved on to cover four thematic areas:

- **Making impact with good speeches,**
- **Preparing for interviews,**
- **Answering to spot questions,**
- **Becoming an effective communicator in TV/radio panel discussions.**

Each theme began with an initial discussion on the theme followed by a video recorded practical mock session, and finally a feedback session.

THEME 1: MAKING IMPACT WITH A GOOD SPEECH.

It was proposed that **for plenaries, speeches should be short and targeted.** If Members want an impactful plenary speech, they should ensure that **the speech is not more than 3-4 minutes.** A member should consider “what do I want people to remember about this?” or at constituency gatherings “what do I want people to know?”.



Participants during a session

Part of **presenting is influencing the listener to get the message heard.** If listeners are in a state to hear, the speaker has a greater chance to sell them the idea, the approach, the message and the visions. This is the way to create impact.

It is also **important to give a positive first impression.** This can be done through the body language: when you stand up, sit up and speak up you need to grab the attention in the room. It is important to look confident: hold your shoulders and head authoritatively and positively.

Once the attention has been grabbed, it is important to maintain that interest. **To hold their attention, speakers can use the 70-20-100 Technique. People remember 70% of words at the start, 20% of the middle and 100% of the end.** The challenge is to increase the 20% in the middle. This can be done by generating peak points during the speech by creating interesting messages during the conversation. A speech can also benefit from good **'Impact Openers'**. Impact Openers are used in the start of the speech to attract immediate attention. This includes use of

'What if' in the opening sentence, use of enticing language, use of pictures/images, or the use of numbers during the opening part of the speech.

However, despite these techniques, **the most important part of the speech is the content. Without good content, any technique would fail.** As well as these techniques, another important element is the delivery of the content. It is essential to prepare and practice the speech: think about the topic of the presentation, do research, organise the speech, and know the audience you want to address.

At the end of the session, Kate asked each participant to do a 2-minutes mock speech which was recorded and played in front of the audience and feedback was provided to each of them.

THEME 2 & 3: PREPARING FOR INTERVIEWS AND ANSWERING SPOT QUESTIONS.

This session covered two themes exploring various techniques to support MPs in their interview preparation, as well as how to deal with spot questions.

The speaker should take great care to ensure the message is heard by an audience. For this to be achieved, it is essential to work on how the

message is delivered. Kate provided participants with four techniques which could help in delivering messages effectively during interviews:

1. **Focus technique** (making eye contact to connect with interviewer)
2. **Hand technique** (making your fingers relaxed to reduce pointing and pushing)
3. **Tone technique** (making you sound and look confident)
4. **Hand gestures technique** (use of hand gestures to create visual representation)

Participants went on to discuss three ways of dealing with difficult interview questions.

1. **Bridging** – answering the questions briefly then following with what you want to say
2. **Flagging** – helping the audience to remember the key bit of information
3. **Hooking** – leaving a bit of the answer out which suggests the next question.

Furthermore, participants also discussed three ways to create an impact while answering to

interview questions. These are **Power of 3s, Visual 2s, and Powerful 1s.**

Power of 3s is a technique used in speech delivery and it refers to a collection of three words, phrases, sentences, or lines. This technique allows to express concepts more completely, emphasise the points, and increase the memorability of the message. For example, **“Stop, Look and Listen”**; **“I came, I saw, I conquered”**; or **“Faster, Higher, Stronger”**.

Visual 2s is the use of anti-thesis (direct opposite of something) in a conversation to attract attention. An example of this is **“that’s one small step for man, one giant leap for mankind”** by Neil Armstrong, or **“We must learn to live together as brothers or perish together as fools.”** by Martin Luther King, Jr.

Powerful 1s is a technique to create a visual message or one short phrase or sound bite to attract your audience. For example **“be all you can be”**.

Kate also provided participants with some additional tips while answering to short questions. These were:

- **Use of gestures, especially with hands adds value to the message.**
- **It is important to listen while someone speaks.**
- **Do not look directly at the camera.**

THEME 4: TV/RADIO PANEL DISCUSSION

What makes an effective communicator and how to get the message across in a TV/radio panel debate was the theme of this discussion. Participants agreed that **a panel discussion (both TV and radio) is a great way to air diverse viewpoints. It is also an excellent tool to connect with constituents and political stakeholders and to create a positive impression.** Equally, a bad performance on a panel can negatively impact their political career, occasionally bringing it to an abrupt end.

For panel discussions, while a thorough knowledge of the topic is necessary, practising your key message is equally important. It is useful to keep a few phrases ready which could be delivered at a suitable time during the panel

discussion. Likewise, it is also vital to think about logistics beforehand. This includes where to sit, to arrive early to take the best seat, and how to face the camera: consider the position from where interviewer’s eyeline can be easily caught.

Practical Exercises (Theme 2 and 3)

During the course of this session, participants took part in a number of practical exercises. These exercises were aimed to develop participants ability to confidently communicate with the media, particularly when dealing with spot questions and interviews. Practical exercises also allowed participants to practice theoretical skills they learnt during the session. For instance, in one of the exercises, in groups of three, Kate asked participants to practice bridging, flagging, and hooking skills when dealing with tough questions.

Further, in another exercise, participants practiced how to keep focus on the interviewer, to ensure improved engagement. Similarly, in pairs, participants also practiced TED’s PIE, as explained by Kate earlier in the training. This exercise helped participants present their answers in a structured way while answering to interview questions.

As all the exercises were recorded, each participant got an opportunity to be reviewed by Kate and get a constructive feedback.

Following this conversation, participants formed three groups to take part in a mock panel discussion exercise. Each group, consisting of one moderator and three-four panellists, discussed a topic given in advance while being recorded by a videographer. This exercise provided participants with an opportunity to debate in a panel discussion setting on a topic of current interest, practice their argumentative skills and employ skills they learnt during the workshop. While the mock discussion facilitated participants to gain confidence in overall communication skills, a low-stress environment helped them to freely discuss the topic with their colleagues without fear of making mistakes. Those mistakes were reviewed later at the end of the exercise when a recorded video of each panel discussion was played and



Participants during the panel discussion exercise

Additional Session

Communication with Committee Members

This last session discussed how to communicate with fellow committee members to ensure effective management of committees. This session of the programme served as the link between this programme and the next, which will be delivered in July 2018 and which aims to work on the communication skills while conducting committee business. The key discussion point of the session was what leadership style should be adopted while working with committee members?

During the discussion, three leadership styles were proposed; **Authoritarian, Collaborative, and Rapporteur** Style. Each style has some advantages and disadvantages. While Authoritative style helps in getting work done, the leader runs the risk of being seen as an autocrat, often inviting criticism. Collaborative style is more democratic and involves a participatory approach. However, too much of collaborative style paves the way for open disagreement at times when the leader needs to take a firm action, thus causing significant delays.

Finally, in Rapporteur style a third of the committee members were asked to research and present their findings to the other committee members. Other members then took turns to swap their roles. This resulted in the reduced amount of work for individuals at the same time improving the quality and depth of understanding. While this style of leadership has worked in UK, it may not work in another geopolitical context.

Kate informed participants that it is up the chair and vice-chair to use the style they feel would best fit their committee. A chair with the combination of all these styles is more likely to succeed.

the trainer provided feedback to each participant.

MONITORING & EVALUATION: KEY RESULTS

This workshop was built on the training workshop organised by CPA UK and UN Women in April 2017 and is linked to the third workshop to be delivered in July 2018. The content was tailored to take into account the feedback provided by the workshop participants of April 2017. The sessions were carefully designed to meet the needs of the women parliamentarians vis-à-vis communications. CPA UK frequently referred to UN Women and Institute for Parliamentary Studies for them to feed into the programme content. As a result, the programme participants expressed a high degree of satisfaction with the training workshop. The evaluation results indicate that almost all participants felt confident or very confident in dealing with the media. Almost all participants experienced an increase level of understanding on how to engage with the media and how to make impact with good speeches. Likewise, almost all participants found the workshop sessions extremely useful. Particularly participants found the TV/Radio panel discussion session very useful. They also appreciated the practical format of the workshop, suggesting the need for more practical workshops of this kind.

92%
of participants felt more confident to deal with the media after participating in the training programme

Participants also highlighted how they learnt how to write a short, precise, and clear press release, how to structure messages, how to ask questions, how to perform during interviews, how to craft short messages, how to say no politely to journalists, how to present a speech using the 70,20,100 rule, how to use open ended questions, and how to interact with the interviewer using hand and face gestures. They also agreed that a healthy relationship with the media is essential to the success of their position.

Finally, participants suggested that CPA UK should regularly organise similar workshops so that more women parliamentarians get the benefit of such an initiative. It was also suggested that future workshops should be for a longer duration and should cover other topics related to the work of committees.



NEXT STEPS

As a follow up activity to this workshop, CPA UK will organise another workshop in Kampala between 26 and 28 July 2018. This will be the third phase of the programme which will train and mentor the participants to enhance their technical skills to run committees. All three phases (April 2017, May 2018, and July 2018) will contribute to the overall achievement of the programme.

After the third workshop, CPA UK and UN Women will evaluate the outcomes and assess the impact of its past two years programming. Based on the results, CPA UK and UN Women will work together to draw a sustainable future course of action with the Parliament of Uganda.

Day 1 - Friday 25 May 2018

Advancing Communication Skills

Hotel Africana, Kampala

TIME	SESSION
0930 - 1000	Participant Registration
1000 - 1030	Opening and Introduction <i>This introductory session will provide an overview of the aims and the content of the training programme.</i> Speakers: William Byaruhanga, Attorney General, Uganda Sarah Mann, Deputy British High Commissioner Kampala Anna Mutavati, Deputy Country Representative UN Women
Training Facilitators: Kate Faragher, Communication Specialist and a Uganda based senior journalist.	
1030 - 1100	Session 1: Setting the Scene: The importance of Communication for Parliamentarians <i>This session will look at the importance of communication for parliamentarians and what challenges parliamentarians face with poor communication skills. The trainers will also ask participants to list the challenges they face in communicating effectively with their stakeholders.</i>
1100 - 1200	Session 2: Engaging with the Media <i>Communication with the media is important for parliamentarians. They should ensure that their work is well communicated to both print and electronic media. This session will highlight key elements of communication required to effectively engage with the media, particularly writing press releases.</i>
1200 - 1300	Session 3: Making Impact with Good Speeches <i>This session will provide the opportunity to explore how to write effectively speeches and how to deliver them.</i>
1300-1400	Lunch
1400 - 1500	Session 4: Preparing for Interviews <i>Appearing on TV or radio can be tricky and without the right preparation, an interview with the press can turn into a disaster, causing long-lasting reputational damage. This interactive session will discuss some of the key tips to prepare for media interviews.</i>
1500-1515	Tea/coffee break
1515-1645	Session 5: A Mock Interview Session <i>This session will be a mock session and will focus on preparing participant for interviews. Participants will be divided into four groups of 4-5. Two participants will be picked from each group and they will be interviewed by a mock journalist (the trainer) on their parliamentary work. This session will be recorded.</i>
1645-1730	Feedback and Reflections <i>In this session, the trainer will handpick two interviews and play them in front of all the participants. The trainer will highlight how participants could have better answered to the questions.</i>
1730	End of day 1

Day 2 - Saturday 26 May 2018

Advancing Communication Skills

Hotel Africana, Kampala

TIME	SESSION
0930 - 1000	Participant Registration
1000 - 1100	Session 6: Answering to Spot Questions <i>Parliamentarians are bound to encounter journalistic style spot questions. Journalists could surprise parliamentarians with their questions on a wide range of issues. It is thus important for parliamentarians to answer the questions sensibly, calmly, and confidently. This session will present tips to confidently present yourself in front of journalists.</i>
1100 - 1230	Session 7: A Mock Session <i>Participants will be divided into four groups of 4-5. Each group will be given a case where participants have just come out of the parliament after delivering a speech or a committee inquiry on a particular issue and journalists are asking few spot questions to them and participants will respond to them.</i>
1230 - 1300	Feedback and Reflections <i>In this session, the trainer will handpick a few spot interviews and play them in front of all the participants. The trainer will highlight how participants could have better answered to the questions.</i>
1300 - 1400	Lunch
1400 - 1500	Session 8: How to be an Effective Communicator on TV Panel Discussions <i>TV panel discussions are a great way to look at a subject from several viewpoints and air diverse opinions. Politicians frequently participate in TV panel discussions to air their views on a particular subject. This session will discuss key elements of becoming an effective communicator in TV panel discussion and get their message across. This session will be followed by a mock TV panel discussion where participants will take part in a debate.</i>
1500-1515	Tea/coffee break
1515 - 1645	Session 9: A Mock TV Panel Discussion <i>This session will divide the participants into three groups of 6-7. Each group will participate in a 30 min debate moderated by a trainer. Each group will be given a topic to debate, which will be recorded. Participants will decide in advance if they want to support the debate topic or oppose. The moderator will open the debate and participants will present their arguments. Participants will be briefed about this session in advance.</i>
1645-1715	Feedback and Reflections <i>Following the debates, each video will be played and the trainer will highlight areas where participants could have performed better.</i>
1715-1730	Evaluation Session <i>The final session provides an opportunity for participants to discuss this programme and to raise any questions that haven't been addressed during the programme. This session will also allow for participants to discuss the strengths and weaknesses of the programme and to discuss what areas of training in future they may find useful.</i> Speakers: Agripinner Nandhego, Programme Specialist, UN Women Yashasvi Chandra, Africa Programme Manager, CPA UK
1730-1745	Distribution of Certificates and Closing remarks
1745	End of day 2 and programme

LIST OF PARTICIPANTS - UGANDA

1. **Hon. Jovah Kamateeka**, *Chairperson, Human Rights*
2. **Hon Osegge Angelline**, *Chairperson, Public Accounts*
3. **Hon Eng. Nakate Lillian Ssegujja**, *Chairperson, Physical Infrastructure*
4. **Hon Bbumba Syda Namirembe**, *Chairperson, National Economy*
5. **Hon Mutonyi Rose Masaba**, *Chairperson, Foreign Affairs*
6. **Hon Nyakecho Annet**, *Chairperson, Information and Communication Technology*
7. **Hon Alyek Judith**, *Chairperson, HIV/AIDS*
8. **Hon. Nakayenze Connie**, *Chairperson, Education and Sports*
9. **Hon. Lowila Oketayot**, *Chairperson, Agriculture, Animal Industry and Fisheries*
10. **Hon. Awor Betty Engola**, *Vice Chairperson, Tourism, Trade and Industry*
11. **Hon Rwakoojo Robinah Gureme**, *Vice Chairperson, Legal and Parliamentary Affairs*
12. **Hon Nalule Safia Juuko**, *Vice Chairperson, Human Rights*
13. **Hon Everlyn Chemutai**, *Vice Chairperson, HIV/AIDS*
14. **Hon Helen Kahunde**, *Vice Chairperson, Health*
15. **Hon Anywar Beatrice**, *Vice Chairperson, Gender, Labour and Social Development*
16. **Hon Akori-Moe Janet**, *Vice Chairperson, Foreign Affairs*
17. **Hon Asamo Hellen Grace**, *Vice Chairperson, Equal Opportunities*

PARTICIPANTS THOUGHTS

“The training has been very enriching and practical. (It) gave me more confidence to fulfill my role as a committee chair”

“I feel more confident because I have realised my mistakes. I (would now) be able to adjust and improve”

“(I feel) extremely confident because I have been empowered to engage with the media regardless of my knowledge on a particular subject”

“I have learnt different skills on how to communicate, how to make short and impactful speeches. I have (not only) learnt how to speak better (but) also how to listen better”

CPA UK TEAM

KATE FARAGHER

Founder and CEO, BeSpoke Skills

Kate Faragher, founder and CEO of BeSpoke Skills, has over 14 years of experience in coaching, consulting and training senior executives in national and international FTSE 100 companies as well as at the House of Commons. Kate has trained with some of the top voice coaches in the country and is a fully qualified Executive and Business Coach, NLP practitioner, Emotional Intelligence trainer, and Myers Briggs Personality Profiling Coach.



YASHASVI CHANDRA

Africa Regional Programme Manager

As the Regional Programme Manager for Africa, Yash is responsible for planning and delivering annual and long-term strategic programmes and advancing parliamentary democracy in the Commonwealth countries of Africa. He is also responsible for strengthening bilateral relations between the Commonwealth parliaments of Africa and Westminster. He has worked with a number of international organisations, including the UN, managing human rights projects across the World. Yash holds an MSc in Human Rights Law from London School of Economics and an MPhil in International Relations from Jawaharlal Nehru University in New Delhi.



MATTHEW SALIK

Deputy Head of International Outreach

Matthew Salik has worked in Parliament since 2005. After initially joining CPA UK on secondment from the House of Commons in 2010, he became a permanent member of staff in 2013. Currently as Deputy Head of Multilateral Projects, Matt is responsible for the planning and delivery of CPA UK's multilateral international conferences, seminars, workshops and projects covering a range of thematic and parliamentary based subject matters. Matthew holds a BA Hons in Modern History and an MSc International Security and Global Governance. He also has overseen six Election Observer Missions on behalf of CPA UK and been involved in over thirty international conferences across the globe. He is also a PRINCE2 Practitioner.



UN WOMEN TEAM

AGRIPINNER NANDHEGO

Programme Specialist, Political Participation and Leadership

Agripinner is a skilled Program Manager and Gender Specialist managing and coordinating governance programs at national and local level for the last 10 years. She is an accomplished trainer with experience in capacity building for elected women leaders at local and national level including parliament. She has been actively engaged in several advocacy initiatives on enactment and implementation of gender sensitive legislation in Uganda. A mentor of young girls in and out of school on a voluntary basis Agripinner is serving at UN Women as the Programme specialist for Women Political Participation and Leadership since 2016.



PRIMROSE KIBIRIGI

Programme Officer, Political Participation and Leadership

Primrose is a qualified development economist with experience in gender programming, operations and administration. Primrose is currently working with UNWomen Uganda as a Programme Officer on Political participation and leadership and is passionate about Gender Equality, Empowerment of women and learning.



ACKNOWLEDGEMENTS

CPA UK would like to thank UN Women and Institute for Parliamentary Studies (IPS), Parliament of Uganda for hosting and organising this programme. We particularly want to thank Agripinner Nandhego and Primrose Kibirigi from UN Women and Rachel Emaasit from IPS for their support.

We would also like to thank Edith Gwokyalya for transcribing and summarising the workshop notes. Her notes were useful during development of this report.

Nick Rae at the British High Commission in Kampala provided significant support to this programme. We would like to thank him for his assistance. We would also like to thank Sarah Mann, Deputy British High Commissioner for delivering the opening remarks. We look forward to our continued collaboration.

ABOUT CPA UK

The international Commonwealth Parliamentary Association (CPA) is the professional association of all Commonwealth parliamentarians, an active network of over 17,000 parliamentarians from 185 national, state, provincial and territorial parliaments and legislatures.

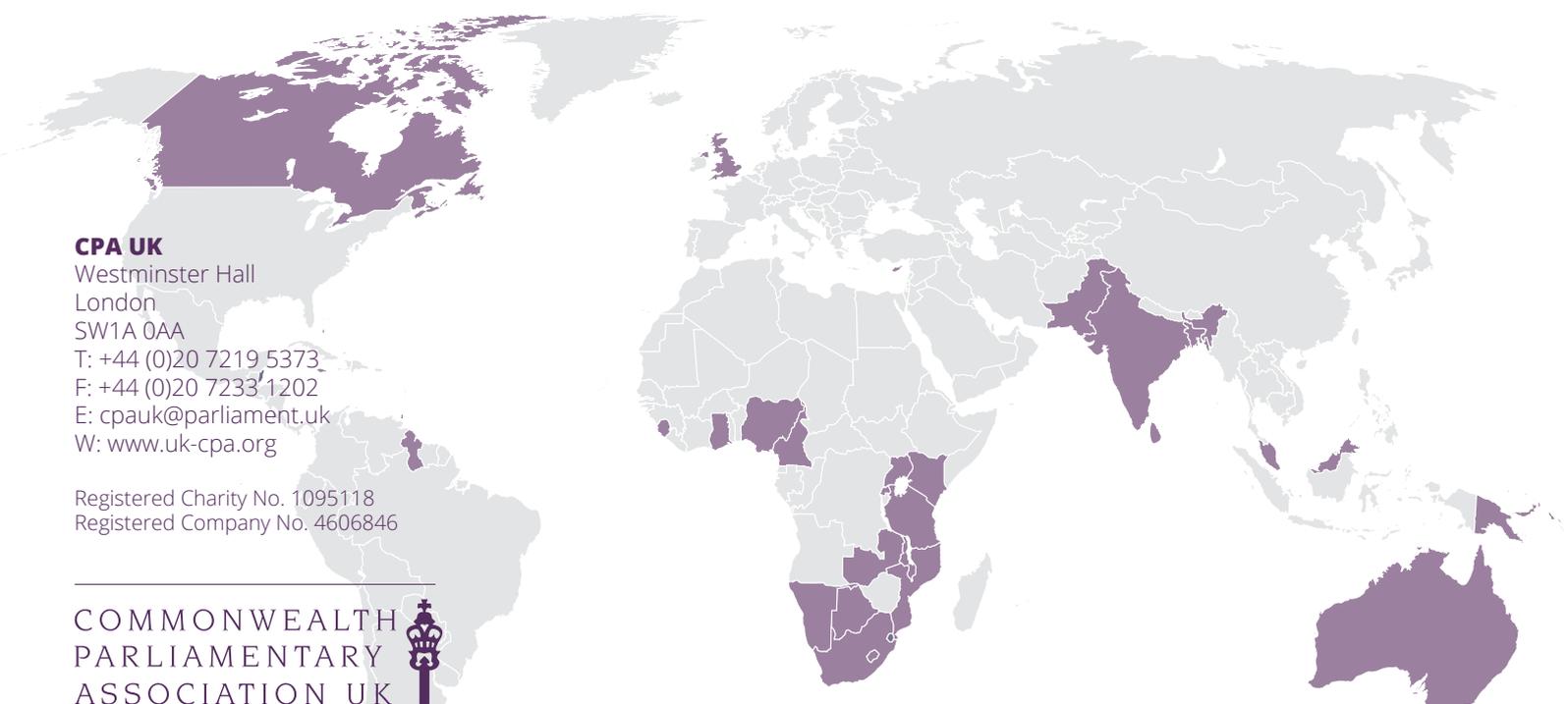
The Commonwealth Parliamentary Association UK Branch (CPA UK) is one of the largest and most active branches in the CPA community and delivers a unique annual programme both in Westminster and overseas. Overseen by the Houses of Parliament and governed by an Executive Committee of cross-party bicameral parliamentarians, CPA UK undertakes international parliamentary outreach on behalf of the UK Parliament and the wider CPA.

With a specific focus on parliamentary diplomacy and parliamentary strengthening activities, CPA UK seeks to foster co-operation and understanding between parliaments, promote good parliamentary practice and advance parliamentary democracy through a variety of international outreach activities and multilateral programmes. Its work is divided into three regions, which include national, regional and provincial legislatures and the legislatures of Overseas Territories:

- Americas, Caribbean, and Europe
- Africa
- Asia-Pacific

Working closely with parliamentarians and parliamentary officials, CPA UK focuses its bilateral and multilateral outreach activities on a number of areas, including parliamentary practice and procedure, and themes including human rights, public financial scrutiny, sustainable development, equal access to political and economic empowerment and democratic strengthening through election observation.

CPA UK continues to work in partnership with a multitude of national and international organisations for mutual benefit; including the Commonwealth Secretariat, World Bank, UNDP, UNEP, OAS and many others. CPA UK has, and continues to work alongside the UK Government. Over the last five years, CPA UK has leveraged close to £3 million of government funds to achieve its strategic aims in strengthening parliamentary democracy across the Commonwealth.



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