



EMPOWERING WOMEN INTO
SPORTS GOVERNANCE
IN UGANDA.

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**STATEMENT BY MS.
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COMMITTEE
WOMEN AND SPORT
COMMISSION**

The Uganda Olympic Committee Women and Sport Commission is delighted to present to the public of Uganda, the first White Paper on Empowering Women into Sport Leadership in Uganda. This policy document is the first of its kind, and its sole objective is to pave way for the increase of women's participation in Uganda in all aspects of sport governance, namely; administration, coaching and officiation.

It is important to note that currently Uganda has laws and policies that promote women's participation in leadership. The main beneficiaries of the gender-friendly laws and policies have mainly been women in politics. Women make up 35% of the 9th Parliament. Even though this number is still lower than the target set by the African Charter on Democracy, Elections and Governance; it shows a steady rise from the 17% of women elected to the National Resistance Council in 1989. In contrast to the increasing women's participation in politics, participation of women in sport leadership is still low. Currently, out of 53 national sport federations in Uganda, there are only 2 female chairpersons. Women make up only 10% of sport federation general secretaries and women coaches constitute 20% according to EAK (2011).

Increase of women's participation in politics is commendable but not enough; if the country is to achieve gender equality and equity, women in all other spheres of life have to be accorded with the same opportunities. This is not only beneficial to them but to the nation as a whole. There is a lot of untapped talent that is put to waste as a result of the lack of gender-friendly laws and policies that encourage increased participation of women in sport leadership. Geraldine Ferraro notes that, "some leaders are born women" and they can only be women. The time is now for all Ugandans especially the policy-makers to realize this fact and formulate mechanisms that are geared towards the empowerment of women into sport leadership.

The challenge ahead of us is grave; hard work and commitment is needed to achieve the objectives of this White Paper. As the Uganda Olympic Committee Women and Sport Commission we are dedicated and pledge to follow through with our end of the bargain in this noble cause.

Ms. Annet Nakamya
Chairperson, Uganda Olympic Committee Women and Sport Commission

PREAMBLE

What after all, is the purpose of a woman's life? The purpose of a woman's life is just the same as the purpose of a man's life: that she may make the best possible contribution to the generation in which she is living." Louise McKinney

The Constitution of the Republic of Uganda caters for women to participate and take up leadership roles. The country's gender-friendly legislative framework provides for affirmative action in the Uganda Constitution of 1995. The framework also allows women to contest for leadership positions outside the affirmative action seats. Affirmative action has been instrumental in increasing the numbers of women leaders in the country. Additional policies have been instrumental in opening up opportunities for women's participation in leadership. For example, the Uganda Gender Policy of 2007 aims to gender mainstream leadership positions. The policy made it mandatory to have women in positions of leadership in all government ministries and local districts .

Currently, the Speaker of the 9th Parliament, Hon. Rebecca Kadaga is female, and women make up 35% of representatives in parliament. Women leaders like Hon. Kadaga are good role models for women who are aspiring for sport leadership. Unfortunately, that alone is not enough; there is need to expand the franchise of leadership to women in sport. National laws, policies, and structures that have been instrumental in availing women access to political leadership need to be directly applied in government sports bodies,

national federations, institutions of learning and in other public spheres.

The Brighton Declaration of Women and Sport Principle of Leadership in Sport stipulates that "Women are under-represented in the leadership and decision-making in all sport and sport-related organisations. Those responsible for these areas should develop policies and programmes and design structures which increase the number of women coaches, advisers, decision-makers, officials, administrators and sports personnel at all levels with special attention given to recruitment, development and retention."

The Brighton Declaration was adopted 21 years ago, but women's representation in leadership and decision-making in sport-related organisations in Uganda is still low. Parties concerned need to supplement the current national laws and policies with recommendations of the Brighton Declaration's Principle of Leadership in Sport. These will help formulate a framework that meets both local and international standards in regard to women sport leadership.

In developing this White Paper, international and national policies were considered, including those of the United Nations, the International Olympic Committee (IOC) as well as the Uganda Olympic Committee (UOC).

The White Paper will however, remain a written document if there is no deliberate effort and commitment from government, non-governmental organisations, national federations, institutions of learning, the private sector, and the general public. There is need for a collaborative dedicated front by all stakeholders if the objectives and recommendations brought forward by this document are to be realized. This will help tap into the underutilized resource that has been put to waste for so long.

1 BACKGROUND TO THE WHITE PAPER ON EMPOWERING WOMEN IN SPORT LEADERSHIP

1.1 BACKGROUND OF THE WHITE PAPER

Building a true sporting 'Brand Legacy' beyond awareness is becoming increasingly important for all nations, thus sports leaders need to be able to identify the rising challenges in management of federations, through administration, coaching and officiating of events.

Sport comprises of all forms of physical activity which, through causal or organised participation, aim at expressing or improving an individual's physical fitness and mental well-being, forming social relationships and obtaining results in competition at all levels.

It is a fundamental right for every human being to engage in sport at recreational, leisure, and competitive levels; as well as involvement in leadership at administrative, coaching, and officiating levels. Historically, women's participation in sport at all levels has been limited by various factors. Key among them is the low representation of women in sport leadership.

The Brighton Declaration (1994) Principle of Leadership in Sport emphasizes this disparity. It states that women are under-represented in the leadership and decision-making in all sport and sport-related organizations. The Principle encourages the responsible parties to develop policies and programmes, and design structures aimed at increasing the number of female coaches, advisers, decision-makers, officials, administrators, and sports personnel at all levels. Special attention should be given to recruitment, development and retention of women in sports leadership positions.

It is against this background that there is a need for a transition from the current situation of low representation of female sport leaders in Uganda. The Uganda Olympic Committee Women and Sport Commission has taken a major leap in addressing the issue of low representation of women in sport leadership at top management levels. This resonates

with its parent body; the International Olympic Committee Charter of 2020, which requires that all national federations achieve a 20% increase in the number of women leadership.

There needs to be a more coherent approach to raise the number of women sport leaders at the three levels; management, coaching, and officiating. The Uganda Olympic Committee Women & Sport Commission has developed this White Paper as a policy document to be used by concerned parties to empower women into sport leadership. The overall objective of this White Paper is to give women greater visibility and increase their role in leadership of sporting organisations in Uganda.

1.2 PURPOSE OF THE WHITE PAPER

The overall purpose of the White Paper is to identify the challenges affecting the process of empowering women in sport leadership, find solutions, and make recommendations.

The White Paper is to give a strategic orientation on how to address specific issues that limit women's participation in sports leadership in Uganda. This will inform policy formulation to enhance the availability and visibility of women in sport leadership. This initiative marks the first time that the Uganda Olympic Committee is formulating a policy document to address issues that are limiting the participation of women in sport leadership.

1.3 BACKGROUND ON THE DEVELOPMENT OF THIS WHITE PAPER

Development of this policy document was conducted by the Uganda Olympic Committee Women and Sport Commission in consultation with several stakeholders; government agencies, athletes, technical persons, coaches, and officials. The consultations were in form of three-phase workshops that took place at Sheraton Hotel Kampala. The "Workshop White Paper on Empowering Women into Sport Leadership in Uganda" was conducted from 12th to 14 August, 2015. The second workshop "National Workshop on Empowering Women into Sport Governance" took place on the 21st of August, 2015. The final workshop under the theme "National Conference on Gender Equity and the Empowerment of Women into

the Governance of Sport and the Olympic Movement” was held on 5th September, 2015. Review of existing reports and studies on sport leadership was also carried out.

1.4 STRATEGIC ENVIRONMENT

In developing this White Paper the strategic environment in which women have to take up leadership in sport was examined. The effective implementation of recommendations of this White Paper requires a concrete legal framework.

2 LEGISLATIVE FRAMEWORK

The Uganda Olympic Committee Women & Sport Commission has developed this policy development in observance of international instruments such as the UN Conventions, Resolutions, Charters and Codes. These include Charter of the United Nations, the Universal Declaration of Human Rights, Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of the Child, Declaration on the Elimination of Violence against Women and the Declaration on the Rights to Development. The Brighton Declaration on Women and Sport and the Beijing Declaration and Platform for Action have also been considered.

2.1 UN POSITION ON WOMEN IN SPORT GOVERNANCE

The United Nations recognises access to, and participation in sport as a right, which all governments should provide to their people. This is evidenced by United Nations Conventions such as the Convention on the Rights of the Child, the Convention on the Elimination of all forms of Discrimination against Women, and the Convention on the Rights of Persons with Disabilities. All these Conventions advocate for the right to play and participation in sport for every individual, a direct call for all stakeholders to make this a possibility.

2.2 SUSTAINABLE DEVELOPMENT GOALS

The President of the Republic of Uganda Yoweri Katunga Museveni and the Danish Prime Minister Lars Lokke Rasmussen presided over the adoption ceremony of the 2030 Agenda for Sustainable Development on 25 September, 2015 during the Sustainable Development Summit. The adoption signified the approval of the 17 Sustainable Global Goals by the 193 members of the United Nations General Assembly. Gender equality is one of the Sustainable Development Global Goals. Increased participation of women in sport management is instrumental in the realization of gender equality. It is the wish of the Uganda Olympic Committee Women and Sport Commission to achieve this objective through the operationalization of this policy document.

2.3 INTERNATIONAL OLYMPIC COMMITTEE

The International Olympic Committee is committed to empowering women through increased sport participation and leadership. The Olympic Charter which formulates the rules and bye-laws of the International Olympic Committee under Rule 2, paragraph 7 notes that “the IOC encourages and supports the promotion of women in sport at all levels and in all structures, with a view to implementing the principle of equality of men and women.” The Olympic Agenda 2020 which was adopted by all International Olympic Committee members at the 127th IOC Session in December of 2014 made a commitment to gender equality in all aspects of sport. The IOC through Recommendation (11) of the Olympic Agenda 2020 committed to foster gender equality by partnering with international federations to achieve 50% female participation in the Olympic Games. The Uganda Olympic Committee Women and Sport Commission has a role to play in the realization of international policies and programmes initiated by its parent body, the IOC.

2.4 BRIGHTON DECLARATION ON WOMEN AND SPORT

The Brighton Declaration on Women and Sport that was adopted by 82 countries during the first International Conference on Women and Sport in May 1994 at Brighton, UK advocates for the development of a sporting culture that enables and values the full involvement of women in every aspect of sport. Principal VI of the Declaration specifically outlines the need for increased

participation of women in leadership and decision-making in all sport and sport-related organizations. In Uganda, parties responsible are called upon to develop policies and programmes, and design structures to enable women take up different leadership roles such as coaching, officiating and administration.

2.5 BEIJING DECLARATION AND PLATFORM FOR ACTION

The Beijing Declaration and Platform for Action is a result of the Fourth World Conference on Women convened in September 1995 in Beijing, China. The Declaration adopted by 189 governments embedded its deliberations in the Universal Declaration of Human Rights which states that everyone has the right to take part in the government of his/her country. The Declaration endorses for a world where each woman and girl can exercise her freedoms and choices, and realize all her rights such as participating in decision-making. It is the role of Uganda Olympic Committee Women and Sport Commission commits to support women to take up decision-making roles in sport.

2.6 NATIONAL LEGISLATION

The Constitution of the Republic of Uganda upholds the democratic values of human dignity, equality and freedom. Article 33, Clause (4) of the constitution states that “women shall have the right to equal treatment with men and that right shall include equal opportunities in political, economic and social activities.” In line with this Clause, Uganda Olympic Committee Women and Sport Commission is committed to spearheading advocacy campaigns and program development geared towards realization of women’s empowerment and access to opportunities in leadership.

2.7 LOCAL CONTRIBUTION

The Uganda Olympic Committee (UOC) under its Strategic Objective (3), is devoted to promoting Olympic Values and Olympism. In this regard the UOC through its Women and Sport Commission is leading by example by empowering women into sport leadership. The UOC is currently providing capacity-building programs and training to women sponsored by this parent body. The UOC through IOC

provides international capacity-building opportunities to women sports personalities, coaches and administrators. Mentorship programmes are also being used by the UOC to inspire young women into sport leadership.

3 THE CASE FOR WOMEN LEADERSHIP IN SPORT

The IOC Charter 2020 notes that “while the participation of women in physical activities and the Olympic Games has steadily increased, the percentage of women in governing and administrative bodies of the Olympic Movement has remained low.” The Charter further recommends that “the NOCs, IFs, National Federations and sporting bodies belonging to the Olympic Movement must set the objective of reserving at least 20% of decision-making positions for women (particularly in all executive and legislative bodies) within their structures by the end of 2005. However, this objective was not achieved by the set period. The situation in Uganda today is not any better than it was in 2005. There is a total of 53 national federations and women’s representation at executive level are only 2 female national federation presidents, 1 female vice-president and 3 general secretaries.

Women leaders around the world have successfully worked and prospered under unfavorable circumstances due to social-cultural norms, stereotyping and stigmatization. These women leaders have challenged the norm and are today viewed as role models. This has helped pave way for young aspiring women leaders. Increased participation of women leaders in different spheres namely; politics, business, academia, and communities has challenged the norm that women cannot lead. This has been instrumental in changing societal mindset. International conventions and declarations are being adapted to promote and sustain the cause. Uganda is a signatory to several international declarations that advocate for inclusion of women in leadership. Government laws and policies have also been formulated to spearhead women’s leadership and this has resulted into increase of women’s participation in leadership and decision-making. While this true for other areas like politics and business, on the contrary sport sector has lagged

behind. A leaf has to be borrowed from other sectors if women in sport are to realize their leadership dream.

4 VISION

The International Olympic Committee (IOC) is committed to increasing the number of women occupying leadership positions within its structures and the Olympic Movement. In regard to IOC's commitment, the vision of Uganda Olympic Committee Women and Sport Commission is "to increase and develop sustainable equality and equity for women in both participative and leadership sport positions in Uganda."

4.1 MISSION STATEMENT

To mainstream performance of female athletes, identify and develop female leaders by opening up opportunities; empowerment, resources mobilization, capacity-building, and mentoring programmes.

4.2 GUIDING VALUES / PRINCIPLES

- Equality
- Equity, fairness and impartiality
- Participation and inclusiveness
- Accountability and transparency

5 CHALLENGES

A number of challenges hinder women's progression into sport leadership. Below are some of them:

1. **Publicity and awareness among ladies and girls is limited/poor.** Majority of the women are not aware that they too can take-up sports leadership positions.
2. **The sporting culture among women is not well established.** Sport is taken to be for fun only.
3. **Domineering influence** of men in sports leadership at all levels (national, regional and international).
4. **Many athletes have lost/missed out on various training, events and skills** development activities because of limited education. This is mainly due to inadequate support from parents, school leaders, and financial-related problems.
5. **Societal beliefs and stereotypes about women who participate in sports.** Girls and women who engage in sports lose their esteem due to negativity towards them. They feel out of place and eventually quit.
6. **Negative attitude by leaders, teachers, administrators and parents towards sports and games.** Sports and games are viewed as a waste of time and resources. Some people still believe that sports is for those who fail at academics.
7. **Many women have tired to vie for leadership roles in sports but have failed due to reasons beyond their control.** This has put a negative connotation to women's sport leadership and killed the interest of other women.
8. **Sexual harassment, corruption, exploitation and discrimination** within technical committees and persons who are entrusted with power to elect/nominate representatives at all level of performance and leadership.
9. **The biological and reproduction nature of women limits their participation in sport leadership.** Women take time off to have children and nurse them. These makes them lose time and scope of what is happening in the world around them.
10. **Women's Roles;** Women are expected, first and foremost, to be responsible for the family and managing the home. They are challenged by the need to balance triple roles: home, community and work. Leadership is seen as a man's role and viewed as inconsistent with the values of a good woman.
11. **Leadership is most often associated with masculinity,** this forces women leaders to work extra hard to gain respect and recognition because of their feminine traits that are associated with weakness.
12. **Self-Confidence;** Many women lack the confidence and ambition to pursue leadership roles.
13. **Financial Support;** Men tend to control more of the family financial resources and to receive more financial support from the

community. The easy access to financially resources makes it easy for them to invest into leadership campaigns.

14. **Competition;** instead of cooperation, jealousy towards powerful women is widespread.
15. **Patriarchal societies consider men to be better decision-makers.** Some societies are still uncomfortable with women in decision-making positions. Even though women rise to executive level positions, decisions may still be made by lower ranked men.
16. **Connections;** Cronyism and patronage networks rule and only well-connected women are pushed to senior leadership positions; vacant positions are inherited rather than filled through meritocracy.
17. **Employment;** Gender - insensitive institutions and policies add impediments to employment. This is further aggravated by the lack of female role models in the male-dominated senior positions.
18. **Corruption;** Election rigging and corrupt institutions have obstructed pathways to leadership as unscrupulous people cheat their way high offices.

6.0 BENEFITS

The White Paper highlights the potential benefits of women in sport leadership to federations, athletes and society as set out below.

1. Using the potential of sport for social inclusion, integration and equal opportunities. The important contribution to economic and social cohesion, and more integrated societies is recognised by the White Paper
2. Supporting sustainable development of women in sport leadership. The practice of sport, sport facilities, and sport events all have a significant impact on the environment. It highlights the importance of promoting environmentally-sound management of sports events and facilities.
3. To provide girls and women with the opportunity to participate in a range of sport leadership activities.

4. To prepare a new generation of women athlete/sports representatives with knowledge, critical thinking, ethics, integrity, skills and a passion to succeed in sports leadership.
5. Contributing to enhance sports prowess among women and girls aspiring for leadership positions in sports.
6. Instilling esteem and confidence in women. Women feel good when they out-compete men in certain sports. Presented with opportunities to lead among men will be a great esteem boost to so many women.
7. Sport serves many purposes and among these is health growth and development, high performance, educational, leadership and enjoyment purposes.

6.1 OUTCOME

To have a sustainable impact on the identified leadership priorities, UOC Women and Sport Commission will focus on the following outcomes:

1. Increased numbers (50%) of women in executive and decision-making positions within the NOC and NFs by 2020.
2. More trained women sport administrators, coaches and officials.
3. Stream-lined electoral policies and laws to increase women leaders in sport.

7.0 STRATEGIC GOALS

The policy directives as captured in this White Paper have been developed in support of the following strategic outcome oriented goals.

Strategic goal 1: Carry out capacity-building through training and skills development.

Strategic goal 2: to increase merit-related leadership positions of women in the national federations and UOC.

Strategic goal 3: to improve and develop sustainable electoral reforms.

Strategic goal 4: to pave way for career path planning and management for women athletes and former high performing ones.

Strategic goal 5: to increase information, skills and knowledge of all athletes in managerial positions.

Strategic goal 6: To highlight the leadership developmental needs.

Strategic goal 7: To develop a sustainable Women in Sport Commission strategic plan.

Strategic goal 8: To develop a marketing and research strategy and provide for improved media coverage.

Strategic goal 9: Address abuse, harassment, and gender based violence in sports federations.

Strategic goal 10: Critically point out the role of national sport governing bodies in the promotion of women in sport governance.

STRATEGIC GOALS

8 STRATEGIC GOAL 1: Carry out capacity-building through training and skills development.

STATEMENT:	POLICY DIRECTIVE
Currently most female sport administrators in national federations are illiterate and not have sport management skills. This deters them from understanding policies, laws and regulations. Their male counterparts have an upper hand because they are more educated. Women who are not educated tend to lack confidence and the ambition to pursue leadership.	• Leadership training should start with participative learning through play at grassroots and primary level. This should be done using the 5 human senses to give a holistic development of the girl child. This will equip them with affective, cognitive and physical aspects of growth, which are essential for nurturing and instilling leadership skills in an individual at an early age. • Regularly convene women in facilitated forum for mutual support, leadership development and solidarity. • Offer women extended leadership trainings to help improve their skills. • Reach out to women to utilize sport scholarships that are available through the UOC, IOC, and the Ministry of Education and sports among others. • Offer leadership and conflict management training, and training of trainers. • Design modules to fit women's leadership development needs, notably; lobbying, negotiation, and public speaking. Lobbying and negotiation training will equip women with skills needed to rally support around issues and manage conflicts. • Offer one-on-one coaching sessions uniquely tailored to improve an women's effectiveness, and skills to strengthen and expand the network of professional support. • Offer advanced Leadership training to women to attain high level skills such as organizational management, leadership fundamentals and accountability. Leadership coaching on how to be an effective leader and how to market oneself for promotion is needed to compensate for weaknesses in current training modules that focus almost exclusively on how to get elected but not on how to become effective once elected. Greater emphasis on self-improvement through access to educational opportunities such as e-learning and evening/weekend classes should be encourages for continued acquisition of skills.

9 STRATEGIC GOAL 2: To increase the merit-related leadership positions of women in Uganda Olympic Committee and national federations.

STATEMENT:	POLICY DIRECTIVE
- Women are underrepresented in all levels of sport management in the country. Currently, Uganda Olympic Committee has no female in top decision-making positions. At coaching and officiating levels in national federations; most female teams are coached by male coaches. Almost all national referees and umpires are male with exception of a few sports like football, volley, and badminton that have a few qualified referees. - Cronyism and patronage networks rule and only well-connected women are pushed to senior leadership positions; vacant positions are inherited rather than filled through meritocracy.	- Promote excellence and mutual respect by instituting electoral reforms in national federations and at UOC to formulate gender-balanced systems and structures. - Create gender-sensitive leadership and management policies in sporting organizations . - Visualize new options; Women don't see pathways to leadership, instead they see pathways towards traditional roles. Women should be encouraged to visualize and actualize their leadership potential. Guidance should be provided to women to show them the available leadership opportunities through role-modelling and mentorship. - Social networking is an important tool for women's empowerment. Women should be encouraged to join different available leadership platforms for leadership career guidance.

10 STRATEGIC GOAL 3: To improve and develop sustainable electoral reforms

STATEMENT:	POLICY DIRECTIVE
- The structures and authoritative command at UOC and most national federations do not favour women's growth in leadership. More often women are nominated to sport executive boards as participants and not decision-makers. This is done to fulfil set requirements by international parent bodies that require a specific number of women representation. - Election rigging, corrupt institutions and lack of professionalism in sport federations have obstructed pathways to women's rise to sport leadership as unscrupulous people cheat their way through undemocratic processes.	- Streamline and make structural and authoritative changes in the UOC and national federations that cater for gender balance in leadership and decision-making roles. - Improve on electoral reforms within the UOC and in all national federation. Creation of a quota system to avail senior leadership positions to qualified women should be considered. Create quota systems in national federations and UOC that will embrace gender equality and equity. Develop a reward system that reward federations that abide by the system. - Develop mechanisms that provide qualified women with platform to be visible, involved, and participative. - Men's mind-set on women's leadership abilities has to change if women are to be integrated into productive sport leadership. There should be a concrete approach to involve, encourage, sensitize and recruit men to join and advocate for increase of women's participation in leadership.

11 STRATEGIC GOAL 4: To pave way for proper career path planning and management for women athletes and formerly high performing ones.

STATEMENT:	POLICY DIRECTIVE
- Former women athletes do not utilize the knowledge acquired while still in active sports. This is due to lack of career path planning, sensitisation and awareness of the available leadership opportunities. - For many women, balancing the demands of work, family, friends, and personal time is a challenge. Women need to set priority actions on gagging through work and family to be able to live a meaningful life.	- Prepare athletes at an early age through scouting, mentoring, sensitisation and awareness. Point out the important role of education as a pathway to leadership. - Career path training and guidance through workshops, seminars, symposiums and school educational visits. - Build the base: expand girls and women's access to sports. Increase in participation will result to increase in leadership. - Mentorship; Successful women leaders should be encouraged to reach out to aspiring leaders. Leadership forums to should be used to enable successful women leaders in senior positions to exchange their experiences and wisdom with young women. - Design mentorship and coaching programs that are tailored specifically for leadership needs. - Current women leaders should be encouraged to be accessible and supportive to those aspiring for leadership. - Sensitization and creating awareness to women of the need to create a balanced work-life. This should be done by preparing, supporting and providing guidance. The male counterparts should be involved in this arrangement.

12 STRATEGIC GOAL 5: To increase on information, skills and knowledge of women athletes in managerial positions.

STATEMENT:	POLICY DIRECTIVE
Women in managerial positions at national federations and UOC have limited knowledge and skills which limits their career advancement. This is because their predecessors did not pave a good platform for others to fill their footsteps. Most women do not have communication skills to sell their leadership vision to their families, community and general public.	- Provide training opportunities in communication skills, proposal writing, speech writing, and public speaking. - Bring on board role models and mentors in sport that can help in creating a leadership path for the young athletes. - Scout prospect women sport leaders and enrol them into sport leadership courses such as; the Sport Administrators Course and Advanced Diploma in Sport Management currently offered at UOC sponsored by its parent body, the IOC. - Nurturing the girl child through sports from the grassroots to higher levels. Introduce to them components of leadership and instil in them confidence to prepare them for future leadership roles. - To inspire and provide enablers to female sports members to achieve excellence in active sports; this offers them the opportunity to in future vie for leadership in sports.

13 STRATEGIC GOAL 6: To promote leadership developmental needs.

STATEMENT:	POLICY DIRECTIVE:
- The sporting culture among women is not well established. This goes on to affect their interest and readiness to take on sport leadership. - Very few women's leadership development programs currently exist. This limits the progress and advancement of sport women leaders in their respective capacities.	- Development of leadership programs specifically designed to enable women to advance to their next level of leadership - Highlight, analyse, and evaluate women's roles in sports, to formulate clear policies and programs that support their leadership ambitions. - Women who are trained in leadership should be to be accredited with certification to enable them qualify for leadership position. - Develop a women leaders' mentorship academy to inspire young sports women into leadership.

14 STRATEGIC GOAL 7: To develop a sustainable Women and Sport Commission strategic plan.

STATEMENT:	POLICY DIRECTIVE
- Given the nature of different activities carried out by the UOC Women and Sport Commission, there is need to have a stipulated procedure of how work will be done. Effectively planning can be supplemented with the development of a strategic plan. - This plan will highlight the why, what, where, when, how, by whom and both outcome and impact of the Commission. By having a situational analysis, the Commission will be able to understand the environment its operating in.	- Create a vision that is compatible with the goals of the Commission. - Come up with a mission statement that is in line with the Commission's vision to answer the why question. - The Commission is to set up set guiding values, objectives and strategies to explain the how question. This is important for setting the way forward for the Commission. - A situational analysis and action plan is to be developed to help understand the current position to the desired one. This will create a better focus for the Commission.

15 STRATEGIC GOAL 8: To develop a marketing and research strategy and provide for improved media coverage and public awareness.

STATEMENT:	POLICY DIRECTIVE:
Publicity and awareness of issues affecting women and girls participation is limited/poor. The country has produced top female athletes that have gone on to win medals at the world stage. Women sports leaders have also come through the ranks. These women who have been successful are instrumental and should be used as trend-setters for the future generation. Currently there is poor record-keeping, documentation and media coverage of women in sport both on and off the field.	- Work closely with the media to increase women's visibility and availability both on and off the field. - Mobilize funds by partnering with corporate bodies, non-governmental organizations and government to formulate programmes that highlight women's achievements, promote women's leadership and empowerment. - Create partnerships with women groups whose objective is to empower women into leadership such as the IOC Women in Sport Commission, UN Women, etc.

16 STRATEGIC GOAL 9: Address abuse, harassment, and gender based violence in sports federations.

STATEMENT:	POLICY DIRECTIVE
- Cases of sexual harassment and gender-based violence are well-documented in sports. The number of girls being harassed and abused has increased and are being exposed by the media. This has led to many parents withdrawing their girl child from sports. The low numbers of women sport leaders is blamed for creating room that some male administrators utilize to violate and exploit sports women's rights. This creates a vacuum for women roles models because young sports girls only have male leaders to look up; some of whom violate their trust by sexually-abusing them. Gender-based violence becomes a norm even in their homes when they are married. - Women need to free safe for themselves and their children on and off the field, and in their homes. Women need to acquire personal growth so that they can be able to live free from all forms of abuse.	- Train more women as coaches and umpires to address the vacuum that currently exist. - Make it mandatory for all sporting institutions to include ladies as technical persons on all girls team. - Families should be sensitize to support women and girls in pursuing education and leadership opportunities. - Medial campaigns to promote awareness of women's rights and dispel societal norms that limit women's progress. - Create and promote women's personal security for them to be able to operate in a free environment. - Engage men such that they understand and accept to become advocates of women's rights. - Partner with gender-based violence advocacy groups for support and training of sports women about their rights. - Partner with the media to promote women's rights campaigns.

17 STRATEGIC GOAL 10: Critically point out the role of national sport governing bodies and the general public in the promotion of women in sport governance.

STATEMENT:	POLICY DIRECTIVE
• Women are expected, first and foremost, to be responsible for the family and managing the home. They are challenged by the need to balance triple roles: home, community and work. Leadership is seen as a man's role and viewed as inconsistent with the values of a good woman. There is also a distinctly masculine model of leadership in which women have to work extra hard to gain respect or recognition given that feminine traits are associated with weakness. • Girls and women's participation in sport both on and off the field is hindered by the negative attitude and lack of support from leaders, teachers, administrators, parents and the general public towards sports and games. • Government has promoted gender in many spheres such as in politics, education, and the army. It therefore must take an upper hand in promoting women in sports leadership.	• The Ministry of Education, Science, Technology and Sport through its arm of Physical Education and Sport (PES) should develop a policy on gender-based sport planning aimed at fighting cultural issues like stigmatization and stereotyping. • The Ministry should also promote curriculum diversification by revisiting and working on an effective policy to promote girls leadership as early as primary levels. • Emphasize should be put of encouraging the girl child to participate in physical education. • Highlight the importance of physical education to the girl child and prioritize access. • Create women-friendly quota systems and policies such as affirmative action to promote increase women's participation in leadership. • Sensitize the general public to support women and girls participation in sport by highlighting the social externalities. • Run media nation-wide media campaigns that support girl child's participation in sports.

