

## Cross-Cultural Information for Uganda Trip

### SECTION I: CULTURE SHOCK<sup>1</sup>

Living in a new culture can be exhilarating, personally rewarding, and intellectually stimulating. It can also be **frustrating**. It is one thing to visit a country, moving on when you have seen enough, and it is quite another to live there and function according to a **different, and sometimes, mysterious set of norms** (generally accepted values about what is right and wrong). Living abroad provides a rare opportunity for you to begin to know another society from within. But it involves certain responsibilities. The most obvious one is to **adapt one's behavior to the customs and expectations of the host country**. This is not to deny one's own culture but to respect that of others. Another, even more subtle, responsibility you have is to remain open in order to become aware of **similarities and differences, to learn rather than to judge**. This can be the most rewarding experience of living and working abroad.

People usually experience many emotions while adapting to a foreign culture, changing from **excitement and interest in the new culture to depression and fear of the unknown**. The difficulties that you experience as you integrate into a new society can be a result of what is termed "**culture shock**." Most experts agree that culture shock, although often delayed, is inevitable in one form or another. But adjusting to a foreign culture, and living through difficult times of change can be a satisfying experience, one worth the occasional discomfort and extra effort.

Because the **attitudes you take with you** to your host country, and those you form once there, will have such a great **effect upon your perception of the people and ways of your host country**, it is very important for you to be aware of the role attitudes play in your overseas experience. Normally, attitudes exist on a more or less subconscious level. When faced with a new situation, most people will recognize their reaction to it, but not necessarily **the underlying attitude responsible for that particular reaction**.

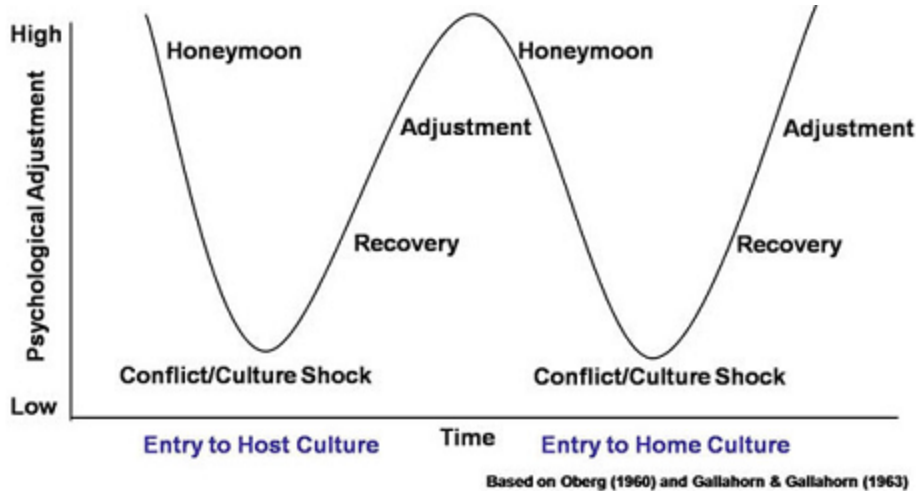
When we deal with people who share the same **basic cultural attitudes (norms and values)** as ourselves, the system works well; the differences in attitude between two Americans, broadly speaking, are far more likely to be of the specific and personal kind than the cultural kind. When we interact with people of different nationalities, however, the problem arises. **Communications break down** because their cultural attitudes are fundamentally different than ours, and the results are often feelings of **confusion and hostility** on both sides. This situation is called "culture shock."

It's easily seen that the traveler who doesn't maintain an open mind, and doesn't invest any effort trying to understand a foreign culture, is always going to be in a state of shock. Such people had best stay at home, for if they rigidly hold onto their own attitudes, they will -- in reality - have never left!

An underlying cause of negative reactions to another culture is the **tendency to judge** something that is different as inferior. It is important to be open toward the culture into which you are going, to try to **discard stereotypes**, and to read as much as you can about the culture before your departure. If you educate yourself on the many aspects of the country in which you will be living, you will better understand and appreciate your new surroundings much sooner. Before departure, **learn about the country's history, natural resources, social customs, religions, art, and political structures**. Find out the culture's **set of manners, expected behavior, and unspoken rules** (see Section II below). Read up on the country's present day problems and current national issues. Learning about current affairs will help you to get a sense of how people evaluate events from different perspectives. Talk to **Bill Herrin** to learn what problems you may encounter.

But even with this preparation it is inevitable that **you will experience some symptoms of culture shock**. You may be unaware that the frustrations and emotions you are experiencing are related to culture shock; in retrospect, this becomes apparent. If you understand the phenomenon and its possible causes, you can decrease its effects. Try to acquaint yourself with its signs.

## PHASES OF CULTURAL ADJUSTMENT<sup>ii</sup>



There are **distinct phases of culture shock** which virtually everyone who lives abroad goes through. Each phase has a number of characteristic features, one of which is usually predominant. **These stages include:**

1. **Preliminary stage:** This phase includes **awareness of the host culture, preparation for the journey, farewell activities.**
2. **Initial euphoria (“Honeymoon”):** The initial euphoria phase **begins with the arrival in the new country** and ends when this excitement wears off.
3. **Irritability:** During the irritability phase you will be **acclimating to your setting.** This will produce **frustration** because of the difficulty in coping with the elementary aspects of everyday life when things still appear so foreign to you. **Your focus will likely turn to the differences between the host culture and your home,** and these differences can be troubling. Sometimes insignificant difficulties can seem like major problems. One **typical reaction** against culture shock is to **associate mainly with other North Americans,** but remember, you are going abroad to get to know the host country, its people, culture, and language.
4. **Important: If you avoid contact with nationals of the host country, you cheat yourself and lengthen the process of adaptation.**
5. **Gradual adjustment:** When you become more used to the new culture, you will slip into the gradual adjustment stage. You may not even be aware that this is happening. You will **begin to orient yourself and to be able to interpret subtle cultural clues.** The culture will become familiar to you.
6. **Adaptation and biculturalism:** Eventually you will develop the ability to function in the new culture. Your sense of "foreignness" diminishes significantly. And not only will you be more comfortable with the host culture, but you may also feel a part of it.

Once abroad, you can take some steps to minimize emotional and physical ups and downs. Try to **establish routines** that incorporate both the difficult and enjoyable tasks of the day or week. Treat yourself to an **occasional indulgence** such as a USA magazine or newspaper, a favorite meal or beverage, or a long talk with other Americans experiencing the same challenges. **Keep yourself healthy** through regular exercise and eating habits. **Accept invitations** to activities that will allow you to see areas of the host culture outside the university and meet new people. **Above all try to maintain your sense of humor.**

7. **Re-entry phase:** The re-entry phase occurs when you return to your homeland. For some, **this can be the most painful phase of all.** You will be excited about sharing your experiences, and you will realize that you have changed, although you may not be able to explain how. One set of values has long been instilled in you, another you have acquired in the host country. Both may seem equally valid.

### **TIPS TO EASE CULTURAL ADJUSTMENT**

Here are some general tips for traveling and interacting with foreign cultures, which, if kept in mind, **may help ease cultural adjustment:**

- Travel in a spirit of humility and with a **genuine desire to meet and talk with local people.**
  - It's easier to hide, but not nearly as fulfilling.
- Do not expect to find things as you have them at home . . . for **you have left your home to find things different.**
  - Appreciate the differences! Even 7/11s can be a fascinating experience abroad.
- **Do not take anything too seriously . . . for an open mind** is the beginning of a fine international experience.
  - **MAINTAIN A SENSE OF HUMOR!**
- **Know where your passport is** at all times . . . a person without a passport is a person without a country.
- **Do not judge the people of a country by the one person with whom you have had trouble . . .** for this is unfair to the people as a whole.
  - Or by the one person who thinks everything about America is better than everything in Uganda.
- **Remember that you are a guest . . .** for one who treats a host with respect will be treated as an honored guest.
- Cultivate the habit of **listening and observing**, rather than merely seeing or hearing.
- Realize that other people may have **thought patterns** and **concepts of time** which are very different than yours -- **not inferior, just different.**

- See second section below for specifics on Uganda
- Be aware of the feelings of local people to **prevent what might be offensive behavior**. For example, photography must be particularly respectful of persons.
  - Be careful using **hand gestures**, which may have a completely different meaning in Uganda.
- **Make no promises to local, new friends that you cannot implement** or carry through.
  - For example: American’s commonly say, “Let’s have lunch soon” with little real intention of doing it.
- **Spend time reflecting** on you daily experiences in order to deepen your understanding of your experiences.
  - For me, sitting in a park at sunset and watching the locals has been a good time to do this

**SYMPTOMS OF CULTURE SHOCK<sup>iii</sup>**

<b><u>General:</u></b>	<b><u>Withdrawal Symptoms:</u></b>	<b><u>Aggressive Symptoms:</u></b>
Anxiety	Physical and/or psychological withdrawal	Compulsive eating
Homesickness	Spending excessive amounts of time reading	Compulsive drinking
Helplessness	Need for excessive amounts of sleep	Exaggerated cleanliness
Boredom	Only seeing Americans/Westerners	Irritability
Depression	Avoiding contact with host nationals	Stereotyping
Self-Doubt	Loss of ability to work/study effectively	Hostility/verbal aggressiveness
Psychosomatic Illness	Quitting & returning to your home country	Deciding to stay but permanently hating the host country/people

*Source: Survival Kit for Overseas Living by L. Robert Kohls (p. 92)*

## PRESCRIPTIONS FOR CULTURE SHOCK

- Understand symptoms and **recognize signs** of culture shock
- Acknowledge that **culture shock is normal**
- Understand it is a **passing phase**
- **Gather information** before you go abroad so you are better prepared for a cultural change
- **Create a support network** of host nationals, expatriates, work groups, or within your school setting
- **Create a routine** for yourself
- **Traveling** within or around your host country can take your mind off of culture shock
- **Don't be too hard on yourself**

## Section II: Cultural Information on Uganda<sup>iv</sup>

### A. Conversations

*I am meeting someone for the first time and I want to make a good impression. What would be **good discussion topics**?*

#### **Local Perspective:**

You can talk about **your work, where you come from, what your interests are** and how the people you are talking to might feature in your plans. Ask them to do the same. It might not be a good idea to talk about your family or marital status at this stage, unless you are asked to. **Humor will be very much appreciated**, as it is very effective in breaking the ice. **Do not try to impress listeners by listing your qualifications**; people might think you are putting on "airs".

#### **American Perspective:**

Ugandans are **good about talking about almost any topic**. They like to talk about their own country (its past and current situation) and I found they enjoy hearing about other places as well. After establishing initial contacts, I found I could talk about varied subjects that include politics, family issues, health (including HIV/AIDS), and religion. As with other African countries, football is a favorite, especially when a team like Senegal (representing all of Africa) has done so well in the World Cup. **The same rules you would use when meeting someone for the first time in the USA apply; you stick with general questions about fairly shallow topics.**

I didn't encounter any taboo subjects, although when asking people about their families, you have to be aware that many people have lost several family members prematurely through disease, accidents, or due to insecurity (especially in the north). Ugandans see their country as somewhat of an oasis of calm in a very troubled region. They feel that they are making progress (limited) in a part of Africa that is constantly experiencing civil wars and internal conflict.

As an American, I use a lot of sarcasm in my humor. **Sarcasm doesn't really translate too well when joking around with the Ugandans.** They have good senses of humor and enjoy a good joke. It's usually best to stick to things that are obviously funny.

### B. Communication Styles

*What do I need to know about verbal and non-verbal communications?*

#### **Local Perspective:**

Keep a **respectable distance from the person you are talking to** (but not too far away, otherwise they might think there is something wrong with them!). **Shake hands** at the beginning, but definitely no kissing as a greeting! This is not a native custom. Use a **moderate tone of voice. Eye contact is fine, but is not mandatory** as in North America. Gestures and facial expressions are good, and you will find that the locals use them a lot and to great effect. However, do not overdo them, otherwise you will raise eyebrows.

### **American Perspective:**

The idea of **personal space** is a bit **different than in the USA**. The distance between people when talking can vary and there is **no hard and fast rule**. I found that when speaking with someone, they were usually a bit nearer to me than I was used to. Eye contact is the same as in the West. Touching between males and females is discouraged, but **men hold hands with men and the same applies to women**.

Rules change according to the person you are talking to. The idea of **hierarchy is very much entrenched in the society**. When talking to a local politician, it is important to **show the proper amount of respect** for the person and their office. As a white person, I found I could be a bit more casual than my Ugandan co-workers but it is always best to be respectful when dealing with people of importance.

**Greetings also are very important**. When meeting someone (or many people in the same room) it is important to **shake everyone's hand** or if this is not possible, make eye contact with each person in the room before you "get down to business". When finished talking to a person or group, you go through the same routine of shaking hands and saying farewells as when you arrived.

Ugandans have had a difficult past and some may tend to appear to be very standoffish when expats are involved. I found that if you take the first step (smile, greet, shake hands) then the ice is broken very quickly.

When motioning for someone to come to you with your hands, you extend your arm, then open and close your hand like you are grabbing for something. Also, generally they won't use the word "please" when asking for something. It sounds minor but it takes awhile to get used to it.

### **C. Display of Emotion**

*Are public displays of affection, anger or other emotions acceptable?*

#### **Local Perspective:**

Be **moderate in your public display of affection**. People often hug each other when they are very excited or on seeing each other after very long, so someone might hug you. That is perfectly alright. However, **let the others initiate the hugging** rather than you.

#### **American Perspective:**

**Displays of affection are rare** as well as most outbursts of emotions. As mentioned, men hold hands with men and women do the same. In Kampala, **you may see the rare couple (male/female) holding hands but I only observed this on a couple of occasions**. Most Ugandans I encountered **kept their emotions level** and when they were upset or angry, **the issues were handled out of sight of the general public**.



#### **D. Dress, Punctuality & Formality**

*What should I know about the workplace environment (deadlines, dress, formality, etc.)?*

##### **Local Perspective:**

**Do not wear revealing dress** (i.e. **no** miniskirts, belly-shows, skirts with revealing slits, shorts, **sandals**, etc.). **Formal dress is expected in most working places. Wear a tie if you are a man.** A suit is acceptable as well. Do not wear too much perfume or ornaments, but a simple necklace and a bracelet would be okay so long as it is not overdone. Neat and tidy is the key. No hats in the offices.

If people expect to benefit from the program/project/assignment, at least economically, or advance in their career, they will keep deadlines, be punctual, and avoid absenteeism. However, take care not to generalize: **locals may not be punctual, may be absent, or less productive for various reasons** such as, financial and family problems (the job may not be enough to put food on the table, or pay fees for their children) or, lack of efficient transportation. The public transportation system is not as reliable as is in North America particularly in the rural areas.

##### **American Perspective:**

**Men and women dress up for work.** Men, at a minimum, will wear dress pants and a long-sleeved shirt. Usually they also wear a tie and a jacket as well. Women wear business ensembles. One big thing is shoes. **Men and women always have their shoes in immaculate, shined condition.** Clothes for work are always **ironed and wrinkle free** (at least at the start of the work day). Ugandans are big on looking professional in the work place. **Shorts, t-shirts, jeans, sandals, etc. are not acceptable.**

Addressing people in the workplace is varied. Some individuals prefer the western way of Mr., Miss, or Mrs followed their last names. Some prefer Sir or Madame; others like to be addressed as Team Leader (or some other title). Among co-workers, it's not unusual to just use first names. **When addressing superiors, always use a formal greeting.**

**Being on time for work is important. Having said that, it is also common for meetings and other functions to be delayed due to people arriving late.** It seems that the higher up the ladder you are, the less you are chastised for tardiness. I suppose the best rule of thumb it to always ensure that you are on time. Missing work with a valid reason that can be proven is acceptable. Excessive days of missed work will cause some questions to be asked by employers and could result in dismissal. While at work, you are expected to be productive and contribute to the overall effort of the office.

#### **E. Hierarchy and Decision-making**

*In the workplace, how are decisions taken and by whom? Is it acceptable to go to my immediate supervisor for answers or feedback?*

##### **Local Perspective:**

Most organizations in Uganda have formal and informal consultative channels, so it is important to establish quite early what the dominant one is. **Most superiors would like to be consulted. However, they generally expect answers, not questions.** You can, of

course, pose questions, but these should be accompanied by proposals on the way forward.

### **American Perspective:**

**Decisions are done in a very top to bottom manner. Information and directives flow down from management to staff.** Offices can vary, some are very rigid in that all decisions are final; others are more flexible in that staff have some room to modify or adapt decisions. Ideas and policies are generally generated by upper management with little input from the majority of the staff. In the workplace, there are rules for doing everything. If one needs to go to a supervisor for answers or feedback, they can do so providing they follow the established guidelines. Usually this involves meeting behind closed doors as questioning a decision by a manager is not seen as something to be done in public.

### **F. Religion, Class, Ethnicity, & Gender**

*Briefly describe the local culture's attitudes regarding the following: Gender, Class, Religion and Ethnicity. What impact would the above attitudes have on the workplace?*

### **Local Perspective:**

#### **Gender:**

Most people mentally live in a **male dominated world**, but **social values are changing very fast**. State-introduced affirmative action measures are **slowly getting women to forefront in politics, economics and education** and this is increasingly accepted as the way of the future.

#### **Religion:**

**Some people take religion quite seriously**. Society in general is not particularly sensitive about religion - not as much as Islam is in the Arab countries. There might be some conflict between the three major denominations: **Catholicism, Anglicanism and Islam**, but it is subtle, and negligible. One's religion would not hinder anybody from advancing economically, politically or career wise.

#### **Class:**

The economy is not sufficiently disaggregated to create class-based tensions. With the increasing expansion of the middle class following economic liberalization, however, there is the possibility that the local people will develop class consciousness beyond the present state of things.

#### **Ethnicity:**

**Ethnicity is a major consideration in local peoples' world-view**. Many people take ethnicity seriously in political, economic and social affairs—including those whom you might have expected to it aside due to their wide exposure to other influences. For example, **if one is in an influential political or economic position, he/she tends to help people from his ethnic background/family members get both jobs and/or access to any opportunities** available such as scholarships, consultancies or business

deals. This is expected everywhere and happens also in the western countries. The practice is not any different from the western countries.

The impact of the above attitudes is difficult to predict because of different organizations, work conditions and systems. However, one should assume some influence from one or a combination of the above elements depending on the organization in which they will be working.

### **American Perspective:**

#### **Gender:**

Anywhere **outside of Kampala, gender issues are very much archaic.** Women do most of the work with little or no compensation. Men are the leaders and their decisions are final. Within Kampala, ideas about gender are a bit more modern but probably are closer to how women in America were viewed in the late 70's. Women are seen as able workers but their pay is less and they can only go so high within organizations.

#### **Religion:**

Ugandans have **no problem discussing religion.** It's not like in the West where such discussions involving people's lives are generally off-limits. Most of the country claims to be Christian, but there are other religions, including Islam and traditional religions. There is some suspicion between Muslims and Christians, but not to any detrimental extent.

#### **Class:**

There exists in Uganda **the very rich (few in number) and the very poor (many).** There is an emerging middle class, it is still quite small but growing. Class issues don't really exist as the average Ugandan is more concerned about their own welfare that they don't concentrate excessively on what everyone else has or doesn't have.

#### **Ethnicity:**

Ethnically there are few issues. When the British were running Uganda, they **used the people in the south as administrators and managers.** The people in the north they used in their armies. This is still a distinction that is felt in the country today. People in the north feel that the government in Kampala does little for them and southern Ugandans view the northerners as people who like to fight. There are many different languages and ethnic groups in the country but this doesn't seem to have any overall negative effects. There are more concerns about rebel groups whose goal is destabilization of the government than about ethnic rivalries within the country.

Any of the above issues have the potential to cause problems in the workplace; usually, they are non-issues. Most people in the workplace have attained some degree of higher education and therefore are able to put aside their attitudes in order to have a productive workplace.

Note: The **attitude toward expats** is also important. In Uganda, expats are **generally viewed as experts in whatever field** they have come to work in. It takes some consistent effort to convince people that you are there to work with and alongside them. They find it difficult to believe that you have as much to learn from them as they do from you. Sometimes this can be an issue because nationals feel that you have come to take over.

Granted, this has probably taken place, so it is important to clarify your reason for being there.

### **G. Relationship-building**

*How important is it to establish a personal relationship with a colleague or client before getting to business?*

#### **Local Perspective:**

**Personal relationships are very important** because they help to **establish trust**. It is not necessary, and it might not even be possible, to establish personal relationships *before* getting to business. Strong personal relationships are cemented over time. An important way of establishing personal relationships is to take interest in colleagues' welfare and plans. This is not to suggest, of course, that you should pry into their personal lives! Frequent communication, transparency in your dealings with colleagues and keeping promises will also help in cementing relationships.

#### **American Perspective:**

It is about as important as it is in America. It is always proper to shake hands (with men or women) and greet in some way. This can include asking how they are, etc. If you plan on having repeat meetings or business with an individual, then it would be in your best interest to establish some common ground or areas of common interest. If the person is only a one-time contact, it is less imperative to foster a working friendship.

It's important to be **friendly yet firm when establishing working relationships**. I found I got better service and established better working relationships when, instead of trying to talk work right away, I asked people how their business was going, if they knew the score of the latest football match, etc.

### **H. Privileges and Favoritism**

*Would a colleague or employee expect special privileges or considerations given our personal relationship or friendship?*

#### **Local Perspective:**

No, not really. However, **if you invite them out they will expect you to pay the bill**—the very opposite from the North American context, where one invites you for an outing or get together, and she/he expects you to pay for yourself.

#### **American Perspective:**

A colleague would expect special considerations given a personal relationship or friendship. Since **Ugandans value personal relationships**, they naturally want to help their friends and family whenever they can. It is difficult to explain the separation of business practices as they relate to nepotism to most Ugandans. As a general rule, it's best not to show preferential treatment in the workplace to the friends and family of those you work with.

## **I. Conflicts in the Workplace**

*I have a work-related problem with a colleague. Do I confront him or her directly? Privately or publicly?*

### **Local Perspective:**

**Discuss the matter privately with the colleague in a non-confrontational manner.** If you are also at fault, admit it and ask the colleague for his/her views on how the matter can be resolved. This would be more appreciated than if you confronted the colleague publicly.

### **American Perspective:**

It is all right to confront directly but it is important to do it in a calm manner and **never** publicly. Other things that help are to ensure that the other person does not feel threatened and that they understand you are there to work through the problem, not to impose a solution without consultation.

Sometimes it's difficult to know when you've offended or otherwise caused a problem for a Ugandan colleague. They **tend to avoid confrontations** and may keep the issue to themselves. Things to watch for are any changes in the nature of your relationship, a lapse in communication for instance. It is usually best to ask if there are any concerns the colleague has with how things have been progressing. Again, this must be done in a private place.

## **J. Motivating Local Colleagues**

*What motivates my local colleagues to perform well on the job?*

### **Local Perspective:**

**Remuneration and job satisfaction are major motivating factors** for many people. But there are also many people who are driven by professionalism and the satisfaction of accomplishment and of doing a good job.

### **American Perspective:**

The **three main factors would be a good wage, job satisfaction, and fear of losing employment.** The last one may sound a little harsh but there is no such thing as a social safety net so loss of a job usually means a quick and dramatic drop in quality of life.

Ugandans are **hard-working** and when they see that they are making a difference or a contribution towards something, they will be encouraged to stick with it. As more businesses invest in Uganda and with the proliferation of NGO's, wages are becoming more competitive and people will tend to go where the money is.

## **K. Recommended Books, Films & Foods**

*To help me learn more about the local culture(s), please recommend: books, films, television shows, foods and web sites.*

### **Local Perspective:**

**Traditional dishes:** This depends on which specific part of Uganda. But Matooke plantains mashed and eaten with any stew such as meat, chicken, groundnut/bean or any vegetable stews. Sweet potatoes or tapioca (cassava) boiled and accompanied with any of the above stews. There are a variety of fresh fruits and vegetable. Pineapples are huge, juicy and sweet! Delicious!

Mangoes can be picked from the trees when in season. Fresh fish, such as tilapia or Nile perch fillets are yummy. Meat is fresher than in America. Dried fish or mushrooms can be stewed with groundnuts to accompany the plantains. Usually people use banana leaves to cook a delicious meal. Rice is also common though not affordable by everybody.

### **American Perspective:**

There is plenty on the web including access to at least one of Uganda's newspapers, The Monitor. The Lonely Planet book on East Africa is helpful. There aren't that many books on Uganda and most of them only document the Idi Amin years. You can also contact organizations that do work in Uganda, or at least in the region (NGO's, government agencies, human rights groups, universities that have students from the region). If you can't find Uganda specific resources, try and explore anything relating to eastern Africa, as many traits and practices are common throughout the region.

## **L. In-country Activities**

*When in this country, I want to learn more about the culture(s) and people. What activities can you recommend?*

### **Local Perspective:**

There are many restaurants and hotels in Kampala and other towns that serve a variety of Ugandan foods. Colleagues at work will gladly show them to you. The national theatre in Kampala stages various performances throughout the week. There are also other local theatres (eg. Bat Valley theatre, Pride theatre, etc.) that stage excellent performances and music shows.

There are a variety of sources from which you can get a handle on local developments. The most useful local television stations are UTV and WBS. There are two main daily newspapers to read, namely, The New Vision and The Monitor. Radio is very entertaining and informative, particularly the talk shows. The most popular FM radio stations are Capital, Ssanyu, Radio Simba, and CBS. There are over 40 FM stations in operation. After establishing good relationship with specific people, one will get invitations to occasions such as weddings, both before and after wedding parties, funerals and last funeral rights, or just visiting people's parents in the villages. Through such occasions, one gets to experience the essence of specific cultures.

### **American Perspective:**

**Traditional or common dishes** include rice, beans, cassava, and posho (which is made from maize flour mixed with water until it forms a semi-sticky ball mass). In the south of the country they eat matoke, which is made from bananas that are mashed and then cooked. Meat in the north was usually reserved for special occasions with goat being the most common source.

The best way is to establish **friendships with Ugandans**. They are more than willing to show off their country and fill you in on everything it has to offer.

### **M. National Heroes**

*Who are this country's national heroes?*

### **Local Perspective:**

Uganda's national heroes are **Ignatius Musaazi** (the "father of political parties") and Yusuf Kironde Lule, the first president of the Uganda national liberation Front (UNLF). The UNLF **overthrew Idi Amin** in 1979. They are both buried at the national heroes grounds at Kololo in Kampala.

### **American Perspective:**

Depends on whom you are talking to. Some would regard the current president, **Musseveni**, as a hero because he brought a measure of peace and stability to the country after years of war and insecurity. Others say he is just a moderate dictator. Anytime the national football team wins, they are national heroes. Politically/historically, there isn't a strong sense of national heroes. This may be due to Uganda's troubled past and people's distrust of those who are in power.

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<sup>i</sup> [https://studyabroad.uncg.edu/index.cfm?FuseAction=Abroad.ViewLink&Parent\\_ID=A80D5B59-AA4D-15A6-E5DDC6A5F2566BDE&Link\\_ID=B2E2ACBC-E64C-9B58-6BC68A8B2295E9FF&pID=7&lID=12](https://studyabroad.uncg.edu/index.cfm?FuseAction=Abroad.ViewLink&Parent_ID=A80D5B59-AA4D-15A6-E5DDC6A5F2566BDE&Link_ID=B2E2ACBC-E64C-9B58-6BC68A8B2295E9FF&pID=7&lID=12)

<sup>ii</sup> <http://www.cie.uci.edu/prepare/shock.shtml>

<sup>iii</sup> <https://studyabroad.gwu.edu/cultural-adjustments>

<sup>iv</sup> [https://www.international.gc.ca/cil-cai/country\\_insights-apercus\\_pays/ci-ic\\_ug.aspx?lang=en](https://www.international.gc.ca/cil-cai/country_insights-apercus_pays/ci-ic_ug.aspx?lang=en)