

RUFORUM BI-ANNUAL CONFERENCE SIDE EVENT FOR FEMALE VICE CHANCELLORS FROM UNIVERSITIES IN AFRICA

Proceedings of the Forum for African Women Vice Chancellors (FAWoVC)
Held at Radisson Blu Hotel, Nairobi, Kenya from 21st -22nd Oct 2018



Theme: Aligning African Universities to accelerate attainment of Transformation Agenda - 2063



Date: 21st - 22nd Oct, 2018

Venue: Radisson Blu, Nairobi, Kenya

Organized by: Jomo Kenyatta University of Agriculture and Technology (JKUAT) in collaboration with DAAD, UNESCO, JICA and RUFORUM



DAAD

Deutscher Akademischer Austauschdienst
German Academic Exchange Service



United Nations
Educational, Scientific and
Cultural Organization



© Copyright
FAWoVC Secretariat
JKUAT
December 2018

Any part of these proceedings can be reproduced or cited as long as appropriate acknowledgement is made.

Compiled by:

Prof. Mabel Imbuga
Prof. Daniel N. Sila
Prof. Florence K. Lenga
Prof. Naomi Maina
Mr. Cavince Adhere
Mr. Stephen Wakhu

Table of Content

Acknowledgements.....	4
Abbreviations and Acronyms.....	5
Introduction	6
Founding members of FAWoVC	8
Challenges of Women in leadership in Africa.....	14
Mechanisms of strengthening women leadership in higher education	16
Sustainability of FAWoVC.....	27
FAWoVC Management	28
FAWoVC Secretariat.....	30
Way Forward for FAWoVC.....	31
List of Participants	33
Annex 1: Constitution of FAWoVC.....	37
FAWoVC Second forum in pictures	58

Acknowledgements

The culmination of this Forum for African Women Vice Chancellors would not have been realized without the support of stakeholders who played an instrumental role in either developing the proposal, providing funding or the organizational capability to actualize it. The contribution made by all stakeholders is highly appreciated. The Organizing Committee, under the auspices of the Chairperson FAWoVC and the former Vice Chancellor of Jomo Kenyatta University of Agriculture and Technology, Prof. Mabel Imbuga, recognizes the role played by DAAD, UNESCO, JICA and RUFORUM in the provision of financial and material support for the organization of the Forum. The Committee is very grateful to all the resource persons for willingly sharing their wealth of knowledge and experiences with the participants. The participants were indeed enthusiastic and actively interacted with each other throughout the deliberations during the Forum's event. We thank them all for sharing their invaluable experiences and objectivity. Indeed from the outcomes of the event, it is apparent that the launch of the Forum for African Women Vice Chancellors will go a long way in setting the pace for increased engagement of Women Leaders in the region. This will be possible through actionable advocacy and mentorship programmes for girls and women for the advancement of women in higher education, training and leadership, and economic empowerment in Africa. We commend you all for bringing this out to the fore.

Abbreviations and Acronyms

AWARD	African Women in Agricultural Research and Development
AWSE	African Women in Science and Engineering
CLiG	Centre for Innovative Leadership and Governance
DAAD	German Academic Exchange Service
DANIDA	Danish International Development Agency
DIES	Dialogue on Innovative Higher Education Strategies
EWORA	European Women Rectors Association
FAWE	Forum for African Women Educationalist
FAWOVC	Forum for African Women Vice Chancellors
GDP	Gross Domestic Product
IUCEA	Inter University Council of East Africa
JICA	Japanese International Cooperation Agency
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KEPAWE	Kenya Professional Association of Women in Agriculture and Environment
RUFORUM	The Regional Universities Forum for Capacity Building in Agriculture
SIDA	Swedish International Development Agency
STEM	Science Technology Engineering and Mathematics
STISA	Science, Technology and Innovation Strategy for Africa
UNESCO	United Nation Education, Scientific and Cultural Organization

Introduction

The second Forum for African Women Vice Chancellors (FAWoVC) was held on October 21, 2018 in Nairobi. The preeminent leadership and networking event with a continental reach was founded in 2016 as a way of helping women surmount the prevailing societal and cultural barriers to women leadership in Africa.

Specific objectives that informed the founding of the Forum include: understanding leadership and management of universities in Africa; mentoring of female senior staff members in Universities and Research Institutions; exploring impact of Women Networks in supporting women leaders in Higher Education and sharing of experiences and benchmarking with peers from other parts of the World.

Under the theme of ***Aligning African Universities to Accelerate the Attainment of Transformation Agenda 2063***, the Nairobi forum which attracted over 30 participants was held as a side event of the RUFORUM Bi-annual Conference. . This second forum attracted over thirty (30) participants from the Africa continent, unlike the first one where ten (10) women Vice Chancellors participated. The participants were drawn from universities in Kenya, Uganda, Nigeria, South Africa, Malawi, Sudan, Cameroon, Tanzania, South Sudan, Ghana, Liberia, Botswana and Algeria.

The Forum featured a number of speakers who touched on various subjects aligned to the theme and objectives of the organization. These are highlighted as follows herein.

Women Underrepresentation in Sciences

The background and overview of FAWoVC activities was given by the Chairperson, Prof. Mabel Imbuga. She noted that out of the one thousand and five hundred (1500) universities in Africa, only forty (40) were headed by women vice chancellors. Young women constituted only 10% of those admitted in Science, Technology, Engineering and Mathematics in the continent. She identified poor funding and stereotypes as some of the barriers to women participation in development. Prof. Imbuga called for increased investment in scientific research, innova-

tion and intellectual property protection. She also challenged the participants to work towards actualizing the Africa Agenda 2063 and the Sustainable Development Goals.

Importance of mentoring young women scientists

RUFORUM Executive Secretary, Prof. Adipala Ekwamu, noted that there had been improvement in the number of female graduate students in African universities forming the RUFORUM network. He challenged the participants to mobilize and mentor other women scientists and leaders in order to achieve the desired outcomes of the organization and development of Africa.

Management of higher education institutions in Africa

The keynote address was presented by the former Environment Secretary (Kenya), Dr. Alice Kaudia. It was based on the management of universities in Africa. She impressed upon the participants to embrace progressive values, ethics and professionalism in their leadership undertakings. In order to be effective agents of transformation for Africa, Dr. Kaudia challenged universities to develop academic and research programmes that linked theory to policy and practice, and integrated entrepreneurial skills.

Founding members of FAWoVC

The initial nucleus to form FAWoVC was conceived by Prof. Mabel Imbuga in Aug 2016 as a side event for the Sixth Tokyo International Conference on African Development (TICAD VI), held in Nairobi, Kenya. This was followed by several high level discussions with the Executive Secretary of RUFORUM, Prof. Adipala Ekwamu and the Director DAAD German Academic Exchange Service Regional Office for Africa, Dr. Helmut Blumbach. . The idea was immediately endorsed by the Vice Chancellor, Busitema University, Prof. Mary Okwakol, who mobilized female Vice Chancellors from Uganda to attend the first meeting. The four persons are therefore considered to be the founding people of FAWoVC. Their summarized bio-data is shared as follows herein.

Prof. Mabel Imbuga, Former
Vice Chancellor, JKUAT
(Kenya)



She is the brain child behind establishment of FAWoVC. She initiated the idea and strongly supported the organization of the first and the second meetings. This made her become the founding Chairperson, and a key driver towards drafting the FAWoVC Constitution. Mabel Imbuga is a Professor of Biochemistry, and for more than 35 years, she has strongly influenced teaching, research and leadership within agriculture, science, technology and innovation within her field, across Africa. She started her career as a research assistant – before beginning her ascent via assistant lecturer, lecturer, research scientist, dean, director, and deputy vice chancellor to become vice chancellor of Jomo Kenyatta University of Agriculture and Technology (JKUAT, 2008-2018). In the process, she became the second woman to head a Kenyan pub-

lic university. Her work includes development and review of academic programmes, implementation of research projects and publications, driving the innovation culture of the university paralleled by attracting international funding in multidisciplinary settings. By exploiting Scientific and Technological Innovations, Prof. Mabel transformed JKUAT to be the most entrepreneurial university in Kenya as exemplified by establishment of the JKUAT Computer Assembly Centre, JKUAT Noodles Processing Company, JKUAT Enterprises, JKUAT Industrial Park, among others. She became a leading example for brokering the linkage between Universities and Devolved Governments in Kenya, and a champion for use of Scientific and Technological Innovations in development.

Prof. Imbuga has been the Chairperson of RUFORUM (a network of 85 universities in Africa), and a former President and founder of the African Women in Science and Engineering, a former director of the International Network of Women Engineers and Scientists; a member of the International Conference of Women Engineers and Scientists and of the global consortium of higher education and research for Agriculture.

She is a Pan Africanist and a key reformer in the Higher Education setup in Africa, having successfully driven a number of key projects, including strengthening the higher education stakeholder relations in Africa and the recent launch of Pan African University Institute for Basic Sciences Technology and Innovation in Kenya (PAUSTI) in Kenya.

Prof. Imbuga has driven the change agenda for scientific education across Africa, as demonstrated by the range and number of significant Board positions she has held/ holds including:

- Chairperson Regional University Forum for Capacity Building in Agriculture (RUFORUM),
- Member of Pan African University Council,
- Board Member Kenya Agricultural and Livestock Research Organization
- Board member Federation of Kenya Employers
- Board Member Kenya Private Sector Alliance
- Board Chairperson, Sorghum Value Chain Development Consortium (Agribusiness Incubator)
- Co-Chair-The Committee on Data for Science and Technology-

-
- Member Joint Working Group on Quality Audit, Commission for University Education
 - Member of the Board of Trustees of Kenya Education Network, and
 - Jury member L'Oréal –UNESCO for Women in Science

Indeed Prof. Imbuga is acknowledged for her strategic management and leadership, not just within her own university but in many fora and key Government seminars where she has acted as a motivational speaker for scores of upcoming leaders and scientists. Her commitment and vision is driven by her belief in people's potential, she recently told an interviewer, "It is important to envisage your destiny, but it is infinitely more important to set the pace to get there. We are all full of amazing ideas and big dreams, but we often lack the map to deliver our goals. I have learnt that where there is a will there is a way. One needs to plan the way well." Professor has spent thirty five (35) years applying this belief in practice, in particular supporting young women to enter and succeed in scientific careers. Her commitment to the above is demonstrated by the number of women holding management positions, about 40%, in Jomo Kenyatta University of Agriculture and Technology.

Prof. Adipala Ekwamu,
RUFORUM Executive
Secretary



Professor Adipala Ekwamu (Ugandan) is the Executive Secretary of the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), a consortium of African Universities that provides research and postgraduate training opportunities for students and faculties in Africa. Prof. Adipala saw a big opportunity in the establishment of FAWoVC and fully supported the idea from inception. He provided lists of female Vice Chancellors from all regions of Africa. He also helped in the follow-up and fundraising for the initial meeting.

As the Executive Secretary of RUFORUM, he provides overall leadership in the running of the Organization's Secretariat. He has held this position since 2004, transforming RUFORUM from a member based organization of 8 Universities in 5 countries in East and Southern Africa, to now an Africa-wide consortium of Universities in Eastern, Central, Southern and West Africa. Under his leadership, RUFORUM has supported the training of over 1,500 MSc and PhD students that are working across Africa. He has teamed up with several higher education networks both within and outside Africa to advocate for higher education in Africa, and has helped to establish and strengthen postgraduate training programs and academic mobility programmes for students and faculty across Africa. Professor Adipala Ekwamu is the founding editor of the African Crop Science Journal, and author to nearly 200 peer reviewed journal publications. He founded the African Crop Science Society in 1993, which is today one of the most respected professional societies in Africa. Recently, he helped to found the African Journal of Rural Development. He received his doctoral degree in plant pathology from Ohio State University in 1992, and taught in the Department of Crop Science at Uganda's Makerere University from 1980 to 2003.

Prof. Mary Okwakol, Vice
Chancellor Busitema
University (Uganda)



As a member of the RUFORUM board, she was one among the key persons who spearheaded the establishment of FAWOVC. She is the first Vice Chairperson (2016-2018) of FAWoVC and the current Chairpersons (Oct 2018). She is also the founding Vice Chancellor of Busitema University, Uganda. As Vice Chancellor, she is responsible for the academic, administrative and financial affairs of the University. Prior to moving to Busitema University, she served as Deputy Vice Chancellor of Gulu University, another Public University of which she was one of the founding leaders. She previously held various positions at Makerere University from 1973, rising to full Professor in Zoology in 1999. The graduates' taught/supervised/mentored by Professor Okwakol over the years are making important contributions towards development nationally and internationally. As a researcher, she has participated in and led many projects and published widely. She has served on many boards and councils at community, institutional, national, regional and international levels. Her contributions towards development have been recognized with awards. Professor Okwakol holds a doctorate degree in Zoology from Makerere University, is a fellow of the Royal Entomological Society of London and a Fellow of the Uganda Academy of Sciences.

In March 2010, Prof. Okwakol was awarded an Honorary Doctorate - Doctor Honoris Causa - by Josai International University. The African - India Partnership Educational Excellence Award recognized her for outstanding contribution to education in December 2011. In May 2013 she was also awarded by the Government of Uganda, the Golden Jubilee Independence Anniversary Medal, in recognition of outstanding service in the field of education.

Dr. Helmut Blumbach,
Director at DAAD German
Academic Exchange
Service Regional Office for
Africa



DAAD is one of the strongest supporters of higher education in Africa. After a brief consultation with the then Vice Chancellor of JKUAT (2016), the team from DAAD led by Dr. Blumbach endorsed the idea of establishing FAWOVC. DAAD actively participated in planning for the event and facilitated the organization of the forum through financial support. This included catering for air travel, local travel, accommodation and conference facility expenses for all the Vice Chancellors from Universities in Africa. During the inaugural meeting, DAAD spent some time highlighting to the delegates some of its activities in Africa. The idea of university managers participating in management training for Deans was considered very novel.

DAAD has a clear vision for the future which integrates gender issues in all the programs and projects including student selection and support

Challenges of Women in leadership



Prof. Olive Mugenda shares her experiences during her tenure as Kenyatta University Vice Chancellor

The outgoing Chairperson for FAWOVC Prof. Mabel Imbuga noted that in African universities, only 0.026% are headed by women vice chancellors. 'Women Underrepresentation is worrying, even when they make over 50% of the population' she noted. The meeting noted that the Challenges of the African Woman are still many, affecting most women and occurring at all stages of their life.

Through Agenda 2063, the African Union has a solid commitment to transform Africa into a united, peaceful and prosperous continent. This agenda is the blueprint and master plan for transforming Africa into the global powerhouse of the future. The importance of women in African development cannot be overstated. However, there is low level of literacy particularly for women in rural areas. According to UNESCO, no country in Africa has attained the gender parity in primary and secondary schools. Indeed, girls continue to face the greatest challenges in accessing primary school education. Most of the countries with fewer girls enrolled in schools are in sub-Saharan Africa. There are 16.7 million girls out of school in sub-Saharan Africa, 9.3 million of which will never set foot in a classroom. This is due to cultural beliefs/traditions, teenage pregnancies and early marriages.

The transition of women from secondary school to tertiary institutions is low. In Kenya for instance, the ratio of female to male tertiary enrollment

was only 0.70288 %. In sub-Saharan Africa, Women pursuing careers in science are just 30% of professionals in the field of sciences. For women, attaining higher education has several limitations. These include, the balance of studies / work in the family, and structural barriers in higher education such as age limit for obtaining scholarships for postgraduate training.

To effectively and efficiently contribute to the implementation of the AU Agenda 2063, the AU Assembly adopted three distinct strategies among them is the Science, Technology and Innovation Strategy for Africa (STISA-2024). The mission of STISA-2024 is to “Accelerate the transition of African countries to innovation-led, and knowledge-based economies”. This strategy will also contribute immensely to achieving the global Sustainable Development Goals (SDGs). Africa is still unable to meet its developmental challenges and therefore the urgent need to promote Science, Technology and innovation (STI). However, the situation of women in STEM is still alarming. Indeed in Kenya only 3.2% of the registered engineers are women.

Women make great leaders and the success stories of organizations led by women are many. Indeed, it was during the leadership of H.E. Nkosazana Dlamini-Zuma in African Union Commission that Agenda 2063 was started. In her address, Prof Mabel Imbuga was discontented with low number of women in leadership. She noted that this was due to factors such as limited affirmative action in favor of women empowerment, poor funding for women programs, few role models and lack of mentorship programs for young women. In one of her speeches, the President of European Rectors Association Prof. Gulsun Saglamer indicated that there is unconscious gender bias toward women in leadership with disparaging phrases like ‘women are not effective; women should stay at home to be mothers; God made man to be head of woman’.

These many factors limit the number of women seeking leadership position and the need for mentorship is therefore critical. ‘There is an invisible glass barrier to advancement in profession that seems to prevent women from advancing to higher positions’, said Prof Mugenda. With good mentorship, women will increasingly break the glass ceiling and excel in different fronts that are male dominated.

Mechanisms of strengthening women leadership in higher education



A leader is defined as one who has a commanding authority or influence and guides or presides over the operations or performance of a set group. Leadership, therefore, entails the capacity for one to play the role of a principal in the contribution of success in an organization or group. Leadership requires one to be: visionary, excellent in task management and production of results, confident, passionate to the work, committed to fulfilling the goals of the group or organization, good in risk management and resilient, among many other attributes. Leadership in higher education begins at a very early age in the education cycle. One does not just wake up one morning and become a leader or an academic giant. The nurturing process of leadership should therefore start during the years of primary education. For a woman, the girl child must be fostered to pursue education and exploit her potential to the fullest, if the gender gap in women leadership in higher education is to be filled.

Countries in Africa have for over two decades embraced projects aimed at enhancing the girl child education and improving the transition rates from primary to secondary education. Examples of these include those under FAWE, KEPAWE, UN Women, AWSE and STEM. The success of such endeavors vary from country to country due to the varying landscape in the implementation strategies emanating from the said projects. Nevertheless, some improvement have been generally noted at these lower

levels of education. At tertiary levels the transition rate for the girl child remains low, and more so in the science and mathematics oriented careers. Yet this is the source for the women leaders in higher education. There is therefore need for higher education institutions to create special outreach programmes for mentorship of girls in secondary schools, to motivate them to continue with tertiary education alongside the boy child. Such programmes may be worked out in collaboration with the relevant national ministries of education, gender and youth, and also the county governments.

At higher education institutions the process of realizing women leadership begins with the recruitment process. Most countries worldwide have embraced equal job opportunities. However, noting the gender disparity in numbers, many governments have put in place policies that enable institutions to narrow the gender gap. For example, in Kenya there is the one-third gender rule in employment, management positions, and committees. In some countries there are affirmative rules that cater for the balancing of genders and physical disabilities at the work place. It therefore calls upon the leaders of institutions to ensure the enforcement of such rules and policies. It is expected that the filling in of management and administrative positions, and committee membership will be done along these guidelines. These measures will ensure that women hold leadership position right from the low academic ranks and be encouraged to seek for higher positions as they move up the ladder in the academics. Women Vice Chancellors and their Deputies should be the first ones to implement such policies and champion the same to their male counterparts.

Young women academics need mentorship to enhance their leadership capabilities. Mentorship programmes for administration and supervision of postgraduate students should be put in place by institutions and mainstreamed in the institutions' calendar. In the past, new appointed Chairs of Departments, Deans of Schools and Faculties, Directors and Supervisors of postgraduate students worked without any induction. However, times have changed and there are programmes packaged for such duties that institutions can enable their leaders undertake to sharpen their skills. Many examples exist, they notably include: DAAD International Deans' Course, AWARD, Training by Centre for Innovative Leadership and Governance (CLiG), DIES Kenya Alumni Training Induction Guidelines for new leaders in Higher Education Insti-

tutions, Postgraduate supervisors' online Course by IUCEA in collaboration with DAAD, and RUFORUM's mentorship programme. Institutions of higher learning should set aside funds for training and mentoring young scholars to enhance their skills and increase their capacity for efficient performance.



Dr. Helmut Blumbach, Director DAAD addresses the Nairobi forum of women Vice Chancellors.

The use of networks by several professionals has been increasing at exponential levels in the last ten years. This is because it has become easier to form networks and their benefits are immediate and substantive. Members of networks are able to reap workable professional ideas, build careers, make important decisions and self-development. In addition to these members get to meet associates, strategic partners and professionals and make friends with different innovative or creative minds with abilities that can be bench marked to fast-tract decision making and better management of institutions.

Networks also facilitate the finding of workable solutions through the interactions, discussions, consultancies and probing for opinions and tips. It has been noted that many members of networks develop excellent personalities, self-confidence besides professional and peer contacts; which can be utilized when needed. This is important as it was realized that the most connected people in the world are the most successful. This is the dream we have for members of FAWoVC, for them to be the most effective, efficient and best linked leaders of Academia in Africa and the rest of the world. With FAWoVC itself being the most sustain-

able and elaborate network, full of growth, expansion and development opportunities for our institutions, organizations through existing, new and related, partnerships, collaborations, twinings.

Learning new ideas and experiencing new frontiers comes through networking and exchange of information. Exposure to different environments within the higher education landscape also broadens young minds. It is imperative therefore that opportunities for participation in fora for networking and exchange of information be given to young scholars. Women should be motivated and encouraged to participate in such fora. The networks created through such meetings break some of the myths concerning women leadership as the young scholars are able to track role models from different perspectives and make wiser decisions when confronted with leadership challenges.

Mechanisms for strengthening women leadership in higher education require adequate resources. Resource mobilization by institutions is therefore paramount for success stories to be given. There are many organization that have been in the forefront in this endeavor. They include: UNESCO, SIDA, JICA, DAAD, UN Women, DANIDA, Rockefeller Foundation, and RUFORUM. Many have supported institutions for higher learning in providing funds for scholarships for postgraduate studies without any gender bias. Others have provided funds for mentorship of young women scholars and encouraged them to take leadership positions. Vice chancellors of higher education institutions should create sustainable funding mechanisms for the advancement of leadership skills and mentorship of young scholars under their jurisdiction. In this regard, it is thought that one of the key agenda for FAWOVC should be resource mobilization to create a scholarship fund for young talented women from all over Africa.

Finally the sustainability of women leadership in higher education requires concerted efforts by various stakeholders in education and the society at large. The efforts for enhancing the girl child education and improved transition rates to tertiary education calls for adequate resources at all levels of the education cycle, in addition to the willingness in implementing the laws already in existence on gender equalization. Higher education institutions should work together with the governments, private partners and other well-wishers to ensure that women realize their leadership potential in all sectors of the national economy.

Remarks by Prof. Hamadi Boga, Principal Secretary, Agriculture Research Ministry of Agriculture



Prof. Boga, the Principal Secretary, urged the Vice chancellors present to tap into the potential of DAAD to enhance their institutions' research and knowledge capacity. He pressed on them to encourage the young researchers in their institutions and channel them through DAAD training. As the adage goes, "once a DAAD scholar always a DAAD scholar". The Principal Secretary attested that the DAAD alumni could walk to DAAD at any given time and ask for support.

Prof. Boga gave his personal account and informed the participants that throughout his life he had been mentored by women. He began by narrating the role his mother has played in his life. She taught him the values of life. His MSc. Supervisor, the late Prof. Martha Wanjiru introduced him to his professional field of microbiology and biotechnology. Prof. Victoria Ngumi, the current JKUAT Vice Chancellor, was once his Chair of (Botany) department, and Prof. Mabel Imbuga, who gave him the support and guidance when he was appointed the first Principal of Taita Taveta University College (now Taita Taveta University). As a

Principal Secretary, Prof. Boga acknowledged that there is some lack of data and correct information in ministries due fragmented and at times uncoordinated information, which if well synthesized by the experts in the field would help greatly in achieving quick and appropriate decisions. Because of the current prevailing situation the process of decision making becomes difficult. He urged universities to step in and help the government make evidence based decisions. These would enhance in fast tracking government projects to reach fruition fast and mitigate probable problems. According to the Principal Secretary, a lot of challenges encountered, the scientific voices with the backed tangible evidences are not strong enough. They more often than not are muted by politics. Prof. Boga, urged FAWoVC to consider its one of area of focus by universities to be giving evidence based information to influence policy decisions. This way the universities could participate in debates of decision making and advice the government effectively and efficiently, as a result of universities being the custodians of the data, knowledge and expertise.

Prof. Boga emphasized on increased research undertaking by universities citing an example of the Science, Technology and Innovation Policy that gives 2% of Kenya's GDP to research. Unfortunately, over the past three years the research fund has been decreasing. However, the science community has not been complaining loud enough on this aspect. Acknowledging that academicians are shy, he urged them to speak up, use fora such as FAWoVC to lobby even at the continental level through the African Union and fight for the role of research in every undertaking of the continent. To move economies in Africa from being driven by exportation of raw materials to knowledge product exportation, Prof. Boga attested to the need of investing in research. He believed this would improve the economic status and allow African countries compete favourably with other countries, such as China. There was therefore need for universities to be firm in their role and letting governments appreciate the purpose for their existence and call for the same governments to fully strengthen and support them in all ways.

In conclusion, Prof. Boga urged the participants to use FAWoVC to learn from each other, support each other, enhance the continental linkages, and also share the resolutions from the FAWoVC forum with the relevant stakeholders.

FAWoVC 2018 Forum Participants



Prof. Mabel Imbuga
Former Vice Chancellor
JKUAT (Kenya)



Prof. Mary Okwakol.
Vice Chancellor
Busitema University (Uganda)



Prof. Victoria Wambui Ngumi
Vice Chancellor
JKUAT (Kenya)



Prof. Ophelia Inez Weeks
President
University Of Liberia (Liberia)



Prof. Akenga Teresa.
Vice Chancellor
University of Eldoret (Kenya)



Prof. Dranzoa Christine
Vice Chancellor
Muni University (Uganda)



Prof. Angela Freemaan
Vice Chancellor
Federal University (Nigeria)



Prof. Mtose Xoliswa
Vice Chancellor
University of Zulu (S. Africa)



Prof. Rose Mwonya
Vice Chancellor
Egerton University (Kenya)



Prof. Hellycy Ng'ambi
Vice Chancellor,
Mulungushi University (Zambia)



Prof. Joy Kwesige
Vice Chancellor
Kabale University (Uganda)



Prof. Mary Ndung'u
Vice Chancellor
Kirinyaga University (Kenya)



Prof. Maud Kamatenesi
Vice Chancellor
Bishop Stuart University
(Uganda)



Prof. Mary Walingo
Vice Chancellor
Maasai Mara University (Kenya)



Prof. Nkwo Akenji Theresa
Vice Chancellor
University of Bamenda
(Cameroon)



Prof. Muganda Cornelia
Vice Chancellor
Open University of Tanzania
(Tanzania)



Prof. Siham Mohammed
Vice Chancellor
Al Zaiem All Azhari University
(Sudan)



Prof. Thoko Mayekiso
Vice Chancellor
University of Mpumalanga(S.A.)



Prof. Uphie Chinje Melo
Vice Chancellor
University of Ngauoundere
(Cameroon)



Prof. Victoria Obasi
Vice Chancellor
Imo State University (Nigeria)



Prof. Julia Dunay
Vice Chancellor
Dr. John Garang Memorial
University of Science and
Technology (S. Sudan)



Prof. Fatima Mukhtar
Vice Chancellor
Federal University
(Nigeria)



Prof. Mary Abukutsa
Deputy Vice Chancellor (RPE)
JKUAT (Kenya)



Prof. Kenya Eucharia
Deputy Vice Chancellor
University of Embu (Kenya)



Dr. Mgwebi Thandi
Deputy Vice Chancellor
Tshwane University of
Technology (South Africa)



Dr. Mshai Mwangola
Africa Leaders Centre
Moderator(Kenya)

Chief Guest and Speakers



Prof. Hamadi Boga
Principal Secretary,
Agriculture Research
Ministry of Agriculture (Kenya)



Dr. Alice Kaudia.
Former Environment Secretary
(Kenya).



Dr. Helmut Blumbach,
Director at DAAD German
Academic Exchange Service
Regional Office for Africa



Prof. Hiroshi Koaze
JICA, AFRICA-ai-JAPAN Project
JKUAT (Kenya)



Professor Adipala Ekwamu
Executive Secretary
RUFORUM (Uganda)



Prof. Birgitt Riegraff
Paderborn University
EWORA Representative



Prof. Olive Mugenda
Former Vice Chancellor
Kenyatta University (Kenya)



Prof. Caroline Thoruwa.
Kenyatta University
(Kenya)



Jose Jackson-Malete
Alliance for African Partnership
Michigan State University (USA)

Organizing committee



Prof. Daniel Sila
Dean, School of Food &
Nutrition Sciences
JKUAT (Kenya)



Prof. Florence Lenga
Land Resource, Planning &
Management Department
JKUAT (Kenya)



Prof. Naomi Maina
Bio-Chemistry Department
JKUAT (Kenya)



Ms. Margaret Kirai
Project Officer,
DAAD (Kenya)



Cavince Adhere
Corporate Communications
Office (JKUAT-Kenya)



Stephen Waku
Corporate Communications
Office (JKUAT-Kenya)



Vicky Gent
Zoology Department
JKUAT-Kenya



Damaris Mulwa
Statistics Department
JKUAT-Kenya

Sustainability of FAWoVC

Sustainability of FAWoVC lies largely on its leadership and the constitution. To effectively manage the operation of the Forum, while managing routine operations, a steering committee was appointed as stipulated by the constitution (See Annex 1). The constitution contains eighteen articles that lay down the governance and operation structure of the Forum. Leadership for the first two (2) years was mainly based on an interim committee that was appointed during the inaugural forum meeting in 2016. During the second FAWoVC forum event, Prof. Mabel Imbuga handed over the position of Chairperson to Prof. Mary Okwakol, current Vice Chancellor of Busitema University in Uganda. She will be deputized by Prof. Victoria Ngumi, the Vice Chancellor of Jomo Kenyatta University of Agriculture and Technology (JKUAT) in Kenya. The team will work together with representatives from the various regions of Africa to steer the organization. The complete membership of the committee comprises of:

- a) Prof Mary Okwakol - Busitema, Uganda (Chairperson);
- b) Prof Victoria Ngumi- JKUAT, Kenya (Vice Chairperson);
- c) Prof. Ophelia Inez Weeks, Representative, West Africa;
- d) Prof Teresa Akenga – Representative, East Africa;
- e) Prof. Theresa Nkuo Akenji, Representative, Central Africa;
- f) Prof. Thoko Mayekiso – Representative Southern Africa;
- g) Prof Amna E. Badri – Representative Northern Africa;

The team will be supported by a secretariat that will be domiciled at JKUAT. The team leader for the Secretariat is Prof. Daniel N. Sila, who will work together with Prof. Florence K. Lenga, Prof. Naomi Maina, Mr. Cavince Adhere and Mr. Steve Wakhu. There will be room for co-option of other members to the secretariat from time to time, to serve specific roles within stipulated timeframes, when deemed necessary.

FAWoVC Management

Membership and the general principals of FAWoVC are outlined in Articles 3 and 5 respectively in the constitution. The key mandates of the executive team are outlined in the constitution. A brief biography of the Chairperson and the deputy are given below.

Professor Mary J. N. Okwakol, PhD, Vice Chancellor, Busitema University



Prof. Mary Okwakol is the founding Vice Chancellor of Busitema University, Uganda. As a Vice Chancellor, she is responsible for the academic, administrative and financial affairs of the University. Prior to moving to Busitema University she served as Deputy Vice Chancellor of Gulu University, another Public University of which she was one of the founding leaders. She previously held various positions at Makerere University from 1973, rising to full Professor in Zoology in 1999.

The graduates taught/supervised/mentored by Professor Okwakol over the years are making important contributions towards development nationally and internationally. As a researcher, she has participated in and led many projects and published widely. She has served on many boards and councils at community, institutional, national, regional and international levels. Her contributions in these areas have been recognized with awards.

A full biography of Prof. Okwakol is available on page 12.

Prof Victoria Wambui Ngumi
PhD, Vice Chancellor, Jomo
Kenyatta University of
Agriculture and Technology,
Kenya



Professor Victoria Wambui Ngumi became the Vice Chancellor of Jomo Kenyatta University of Agriculture and Technology (JKUAT) on 1st August 2018. She is the second female don to ascend to that position in JKUAT, an institution that has emerged as a regional centre of excellence in training, research, innovation and entrepreneurship. Prof. Ngumi has risen through the ranks, having served the university in various capacities since joining the institution as a graduate lecturer in the Department of Horticulture in 1983. She served as Deputy Vice Chancellor in charge of Administration before attaining the current position. She was also the founding Principal of JKUAT Karen Campus, as well as founding Director of the Alternative Degree Programmes in the University.

Prof. Ngumi is a beneficiary of the prestigious Fulbright scholarship that took her to Clemson University, South Carolina, USA, earning her a PhD in plant physiology in 1997. She had previously won a Japan based Mombusho scholarship that enabled her to pursue a Master of Science degree in Botany at Hiroshima University which she successfully completed and graduated in 1989. The new Vice Chancellor is an alumnus of the University of Nairobi, where she obtained her undergraduate degree in Bachelor of Science in Education. She also holds an executive MBA from JKUAT.

Prof. Ngumi's international visibility was fostered between 2005 and 2006, when she served as a Senior Education Fellow at the African Network of Agro-forestry and Natural Resource Management Education. She pays close attention to plant tissue culture and conservation botany. She believes that these areas are critical to the conservation of ecosystems and the environment.

FAWoVC Secretariat

The secretariat for FAWoVC is established in the constitution as per article VI. The Secretariat will be led by a permanent employee who will be appointed competitively, to serve as the coordinator. The coordinator will be supported by a number of JKUAT employees. The secretariat's role will be to promote the objects of the Association; organize a centre for documentation of materials on matters of higher education which are of interest to Female Vice Chancellors of Universities in Africa; provide appropriate resources and information to member institutions; facilitate co-operation between the member institutions to make full use of their human and material resources; subject to prior approval by the Board, render to member institutions individualized services as they may request; and, undertake other tasks that are compatible with the objects of the Association.

The first secretariat team was from JKUAT, and worked on voluntary basis. The JKUAT has agreed to continue offering secretariat services for FAWoVC. It will facilitate the selection and hiring of personnel for routine operation of the Forum. It will also allow smooth progression towards realization of the FAWoVC mandate. It is envisioned that by the next FAWoVC meeting a secretariat team will have been hired, FAWoVC will have hired a secretariat team.

Way Forward for FAWoVC



From left: Dr. Mshai Mwangola, Dr. Nkuo Akenji Theresa, Prof. Freeman Miri, Dr. Mgwebi Thandi and Prof. Teresa Akenga take part in a panel discussion on mechanisms of strengthening women leadership in higher education during the workshop

The need to document experiences, challenges and lessons learnt by outgoing female Vice Chancellors in the continent was seen as one way of encouraging future women to venture into leadership positions in academia. Capacity building and information sharing through established and sustained networks was one channel that could bring about the realization of the goals of FAWoVC. Prof. Olive Mugenda had already started mentorship forums with young women leaders in institutions of higher learning. She had also documented her experiences as former Vice Chancellor of Kenyatta University in Kenya. Prof. Mugenda advised participants to always insist on results and involve everyone, from the low cadres to the highest in the institution including council, in decision making to enhance sustainable growth. In addition to this they were urged to work amicably, hand in hand, with their male counterparts. The female Vice Chancellors present were urged to at least mentor five women to leadership positions in addition to the men in their institutions. With the contacts made during the forum event, the participants were implored to network with each other and development partners, to commence enterprise ventures from research outputs and ensure

financial viability of the universities.

The participants of the FAWoVC event were urged to get out of the ivory tower mentality and interact with the communities around their institutions, giving them practical solutions to their challenges. They were also encouraged to start mentorship programmes for students (especially the girl-child) at primary and secondary levels to interest them into tertiary education and leadership roles. There was need to engage partner organizations such as DAAD, RUFORUM, UNESCO, and JICA, in collaborative mentorship training programmes for faculty in Dean's, Deputy Vice Chancellor's, University College Principal's and Vice Chancellor's, especially the female counterparts, positions.

For FAWoVC to remain vibrant and active, there was need for the participants to use the platform to identify women who have excelled in leadership and invite them to the various institutions domiciled in the network, to mentor women into leadership positions. There was also need for the Forum to benchmark and learn from similar networks such as EWORA, to enhance the network's visibility and sustainability. It was agreed that FAWoVC would hold bi-annual Forum events alongside the RUFORUM Bi-annual Conference. However, FAWoVC could hold their own meeting outside these when, and if, it was deemed necessary.

List of Participants

1. Prof. Address Malata
Vice Chancellor
Malawi University of Science
and technology
P.O. Box 5196, Limbe, MALAWI
Dar es Salaam, TANZANIA
2. Dr. Alice A. Kaudia
Former, Environment Secretary,
Ministry of Environment and
Forestry, Kenya
P.O BOX 30126-00100.
Nairobi. Kenya
3. Amy Jamison
Alliance for African Partnership,
Michigan University
4. Prof. Angela F. Miri
Vice Chancellor,
Federal University,
P.M.B 1154,
Lokoja, Kogi State, NIGERIA
5. Prof. Caroline Thoruwa
Kenyatta University
P.O. Box 43844-00100
Nairobi, KENYA
6. Prof. Christine Dranzoo
Vice Chancellor
Muni University
P.O. Box 725 Arua, UGANDA
7. Prof. Cornelia Muganda
Open University of Tanzania
P.O. Box 23409,
8. Prof. Eucharia Kenya
Deputy Vice Chancellor
Embu University
P. O. Box 6 - 60100, Embu KENYA
9. Prof. Fatima B. Mukhtar
Federal University
P.M.B 1154,
Lokoja, Kogi State, NIGERIA
10. Prof. Hellicy C. Ng'ambi
Vice Chancellor
Mulungushi University
P.O. Box 80415, Kabwe, ZAMBIA
11. Dr. Helmut Blumbach
Director,
DAAD Africa Regional Office
P.O. Box 14050-00800
Nairobi, KENYA
12. Prof. Hiroshi Koaze
JICA, AFRICA-ai-JAPAN Project
Jomo Kenyatta University of
Agriculture and Technology
P.O. Box 62000, 00200,
Nairobi, KENYA
13. Jose Jackson-Malete
Alliance for African Partnership,
Michigan State University
14. Prof. Joy C. Kwesiga
Vice Chancellor

-
- Kabale University
P.O Box 317, Kabale - Uganda
15. Prof. Julia A. Dunay
Vice Chancellor
Dr. John Garang Memorial
University of Science and
Technology
P. O. Box 436,
Juba, SOUTH SUDAN
16. Dr. Katherine Namuddu
International Advisory Panel
RUFORUM
Makerere University
P.O. Box 16811 Wandegeya,
Kampala UGANDA.
17. Prof. Lucy Irungu
Vice Chancellor
Machakos University
P.O. BOX 136 - 90100, Machakos
County, KENYA
18. Prof. Mabel Imbuga
JKUAT
P.O. Box 62000, 00200,
Nairobi, KENYA
19. Ms. Margaret Kirai
Deputy Director,
DAAD Africa Regional Office
Madison Insurance House
P.O. Box14050-00800
Nairobi, KENYA
20. Prof. Mary Abukutsa
Deputy Vice Chancellor
JKUAT
- P.O. Box 62000, 00200,
Nairobi, KENYA
21. Prof. Mary Ndungu
Vice Chancellor
Kirinyaga University
P. O. Box 143 - 10300
Kerugoya, KENYA
22. Prof. Mary J. N. Okwakol,
Vice Chancellor
Busitema University
P. O. Box 236, Tororo, UGANDA
23. Prof. Mary K. Walingo
Vice Chancellor
Maasai Mara University
P. O. Box 861 – 20500
Narok, KENYA
24. Prof Maud M. Kamatenesi
Vice Chancellor
Bishop Stuart University
P. O. Box 9 Mbarara, UGANDA
25. Dr. Mshai Mwangola
African Leaders Centre
P.O. BOX 25742, 00603, Nairobi
26. Prof. Ophelia Weeks
University of Liberia
P.O Box 10-9020
Capitol Hill
1000 Monrovia, 10 Liberia
West Africa
27. Prof. Rose A. Mwonya
Vice Chancellor
Egerton University

-
- P.O Box 536, Njoro, KENYA
28. Prof. Rukudzo Murapa
International Advisory Panel
RUFORUM
Plot 151/155 Garden Hill,
Makerere University Main
Campus.
P.O. Box 16811 Wandegeya,
Kampala UGANDA.
29. Prof. Sheela R. Ram
Botho University
Botho Education Park, Kgale,
Gaborone,
P.O. Box 501564, Gaborone,
BOTSWANA
30. Prof. Siham M. A. Bakhit
Alzaiem Alazhari un Sudan
31. Prof. Teresa Akenga
Vice Chancellor
University of Eldoret
P.O.Box 1125- 30100,
Eldoret, KENYA
32. Dr. Thandi Mgwebi
Tshwane University of
Technology
Road, Pretoria-West, 0183
Private Bag X680, PRETORIA,
SOUTH AFRICA
33. Prof. Theresa N. Akenji
University of Bamenda,
P.O. Box 39, Bambili,
CAMEROON
34. Prof. Thoko Mayekiso
University of Mpumalanga
Cnr R40 and D725 roads
Mbombela 1200, SOUTH AFRICA
35. Prof. Uphie C. Melo
University of Ngaoundere
P.O. Box 454 Ngaoundere,
Cameroun
36. Valarie Oduor
University of Nairobi
P.O. Box 30197, GPO
Nairobi, KENYA.
37. Prof. Victoria Ngumi
Vice Chancellor
JKUAT
P.O. Box 62000, 00200,
Nairobi, KENYA
38. Prof. Victoria A. Obasi
Imo State University, Owerri
P.M.B. 2000
Okigwe Rd, Ugwu Orji,
Owerri, NIGERIA
39. Prof. Xoliswa Mtose
University of Zululand
Guldengracht st & East Arterial
Road, Arboretum, Richards
Bay, 3900, SOUTH AFRICA
40. Prof. Zipporah Ng'ang'a
Deputy Vice Chancellor
South Eastern University, Kenya
P. O. Box 170 – 90200
Kitui, KENYA
-

List Of Organizing Committee Members

1. Prof. Mabel Imbuga- Chairperson
Jomo Kenyatta University of Agriculture and Technology
P.O. Box 62000, 00200, Nairobi, KENYA
2. Prof. Daniel Sila- Coordinator
Jomo Kenyatta University of Agriculture and Technology
P.O. Box 62000, 00200, Nairobi, KENYA
3. Prof. Florence Lenga
Jomo Kenyatta University of Agriculture and Technology
P.O. Box 62000, 00200, Nairobi, KENYA
4. Prof. Naomi Maina
Jomo Kenyatta University of Agriculture and Technology
P.O. Box 62000, 00200, Nairobi, KENYA

List of Secretariat

1. Mr. Cavince Adhere
Jomo Kenyatta University of Agriculture and Technology
P.O. Box 62000, 00200, Nairobi, KENYA
2. Ms. Damaris Mulwa
Jomo Kenyatta University of Agriculture and Technology
P.O. Box 62000, 00200, Nairobi, KENYA
3. Mr. Stephen Wakhu
Jomo Kenyatta University of Agriculture and Technology
P.O. Box 62000, 00200, Nairobi, KENYA
4. Ms. Vicky Gent
Jomo Kenyatta University of Agriculture and Technology
P.O. Box 62000, 00200, Nairobi, KENYA

Annex 1: CONSTITUTION OF FORUM FOR AFRICAN WOMEN VICE CHANCELLORS (FAWoVC)

PREAMBLE

WE the Female Vice Chancellors of Universities in Africa,

ACKNOWLEDGING the need to support the girl child in Science Technology Engineering and Mathematics (STEM) and to share lessons and experiences learnt from managing Higher Education Institutions in Africa;

RECOGNIZING the important role the Association would also catalyze the actualization of a critical mass of women scientists and leaders who can play a decisive role in governance and decision making for Africa's;

RECOGNIZING the important role all Universities play in the training and development of high quality manpower for development of the nation and beyond;

RECOGNIZING the core objectives of all Universities in Africa to play a leading role in teaching, research, outreach and human resource development and be efficient and functional institutions that produce self-reliant graduates who are trained to adopt ethical standards and best practices, as well as play an effective role in harnessing the knowledge acquired to further develop the country and the world at large;

ACKNOWLEDGING that the Continent needs to generate cutting edge knowledge, outstanding science and technology, and increased abilities to compete successfully internationally;

APPRECIATING that FAWoVC Association is apolitical.

NOW WE the Female Vice Chancellors Association of Universities in Africa, hereby come together, in free will to establish this Association.

DEFINITIONS

“Association” means the Association of Female Vice Chancellors of Universities in Africa established by this Constitution;

“Associate Member” means a member as defined under Article III, Rule 3 of this Constitution;

“By-Laws” means rules, regulations and guidelines regulating the management of the Association;

“The Board” means the Board established under Article VII of this Constitution;

“Funds” means funds of the Association as defined in Article X of this Constitution;

“General Council” means the Council as established under Article VI of this Constitution;

“He” in this instrument refers to either gender i.e. male and female;

“Member” means a fully paid up member of the Association;

“Observer” means an institution accorded observer status in the Association or other similar body;

“Professor” means either an associate Professor or full Professor of the University;

“Secretary General” means such person as is defined in Article IX, 3 of this Constitution;

“Staff” means the staff of the Association recognized by the General Assembly;

“Statutes” means rules and regulations drawn from respective University Acts.

“Trustees” means persons who are custodians of the assets of the As-

sociation and shall perform such roles as outlined in Article XIII of this Constitution;

ARTICLE I

NAME

The name of the organization shall be the **Forum for African Women Vice Chancellors, (FAWoVC)** referred to in this Constitution as 'the Association'.

ARTICLE II

OBJECTS OF THE ASSOCIATION

The objects of the Association of Female Vice Chancellors of Universities in Africa are:

1. Institutionalizing of gender affirmative action at all levels of higher education;
2. Creating of a virtual institute for leadership development;
3. Developing of modules in leadership and mentoring;
4. Developing of professional career programmes;
5. Formulating and implementation of work-life policies.
6. Promoting gender and social equity in policies on higher education and in the delivery of higher education services;
7. Encouraging and empower members of the Association to address socio- economic, environmental and other developmental challenges and become an effective voice nationally, regionally and internationally
8. Contributing to the improvement of leadership, corporate governance and the policy environment of higher education in Africa;
9. Promoting gender and social equity in policies on higher

education and in the delivery of higher education services;

10. Promoting joint activities including joint proposals for fund raising and resource mobilization; and
11. Such other objects as shall be relevant to the furtherance of the aims of the Association.

ARTICLE III

MEMBERSHIP

1. (i) Membership to the Association shall be by invitation. There shall be a Board that shall comprise of five (5) board members, made up exclusively of Female Vice Chancellors, and an additional three (3) non-voting Associate members (either gender) by invitation from the prevailing board through majority vote.

The total number of the board members will be eight (8) members.

- (ii) The founding members of the Association shall be recognized as-

- a) Prof Mabel Imbuga - JKUAT, Kenya (Chairperson);
- b) Prof Mary Okwakol - Busitema University, Uganda (Vice Chairperson);
- c) Prof Leah Marangu - African Nazarene University, Kenya;
- d) Prof Mary Walingo - Maasai Mara University, Kenya;
- e) Prof Amna E. Badri - Ahfad University, Sudan;
- f) Prof Address Malata - Malawi University, Malawi,
- g) Prof Julia Aker Duany- Dr. John Garang Memorial University, South Sudan.

- (iii) Membership levels to the Association are as hereunder:

- a) Full membership: Substantive female Vice Chancellor / Rectors / Presidents of accredited / chartered universities in Africa;

-
- b) Emeritus membership: female Vice Chancellor / Rectors / Presidents of universities in Africa whose term of office has ended or they have been promoted to higher levels (by invitation based on pre-defined criteria);
 - c) Associate Membership:
 - (i) Female Deputy Vice Chancellors/Principals of University Constituent Colleges / Rectors / Presidents of accredited/ chartered universities in Africa (for mentorship);
 - (ii) Male Vice Chancellors / Rectors / Presidents of accredited/ chartered universities in Africa supporting the vision of FAWoVC; and
 - (iii) Vice Chancellors / Rectors / Presidents of private / public universities in Africa with letters of interim authority.
 - d) Honorary membership: An advocate of the FAWoVC - By invitation based on pre- defined criteria or by application, and can be a male or female from anywhere in the world.
2.
 - (a) The Board of the Association may admit new members subject to ratification by the General Assembly after the decision of the Board.
 - (b) The Board shall be guided by the enabling Statutes, Charters and or Instruments of Incorporation of the members when recommending admission.
 3. An institution which does not fall within clause 1(i) of this Article may be admitted as an Associate Member or Observer.
 4. May join another body or seek observer status in another body.
 5. May grant observer status to other institutions wishing to attend meetings of the Association.
 6. A prospective member shall in the first instance be nominated by two members that are already full members of the Association and are in good standing;
-

6.1 Acceptance of the prospective member to membership shall require approval by two thirds (2/3) vote of the full members of the Association present in a general assembly.

6.2 The same conditions as for new members shall apply to the granting of associate membership and observer status.

ARTICLE IV

RIGHTS AND DUTIES OF MEMBERS

1. Except as otherwise provided in this Article, members of the Association may:
 - a) Participate in the organs of the Association;
 - b) Participate in the activities of the Association;
 - c) Enjoy the benefits created by the Association; and
 - d) Vote and participate in elections.
2. Associate members and observers shall not vote at the General Assembly, nor shall Their representatives be eligible for membership of the Board or hold any other elective office under this Constitution.
3. Members shall:
 - (a) pay their subscriptions promptly;
 - (b) promote the objects of the Association;
 - (c) participate in the meetings and Committees of the Association to which they belong;
 - (d) promote the Association and its activities and facilitate the execution of its activities and programmes;
 - (e) represent the Association if requested by the Board; and
 - (f) help to raise funds for the Association, with the authority of the Board.
4. (a) If a member fails in its obligations under this Article or generally, the Board may take appropriate action with respect to any rights of the member, including suspension from participation in and voting at formal activities of the Association.

-
- (b) A member who persistently fails to fulfill its obligations, in particular as they relate to the payment of subscriptions, may be expelled from the Association in accordance with any by-laws made for the purpose.
5. Members shall not be absent for more than two consecutive annual general council meetings nor be remiss in paying their annual dues for more than two consecutive years. Extenuating circumstances are to be determined by a two thirds vote of the General Assembly.

ARTICLE V

THE PRINCIPAL ORGANS

The Principal Organs of the Association shall be:

- (a) The General Assembly,
- (b) The Board, and
- (c) The Secretariat.

ARTICLE VI

The General Assembly

A. Composition

- i. The General Assembly is the Supreme decision making organ of the Association,
- ii. The General Assembly oversees programmes and management and performs such functions and tasks that it deems necessary to carry out its mandate and accomplish its mission,
- iii. The General Assembly shall consist of the Core members and Associate members.

B. Functions of the General Assembly

The General Assembly shall:

- i. determines membership and admit members;
- ii. elect members of the Board to the Association;
- iii. appoint the external auditors of the Association;
- iv. receive and ratify 's work plan, budgets, programmes strategic

-
- plan and mission;
 - v. formulate and approve good governance objectives of the Association;
 - vi. consider the annual report including the financial report of the Secretariat;
 - vii. receive and review the medium term plan, strategy, management, priorities, budget, Programs and progress of and make recommendations to them;
 - viii. perform such other duties as shall from time to time be required to carry out by the Board.

C. The Annual General Assembly

- i. The Association shall in each calendar year hold an Annual General Meeting (AGM) in addition to any other meeting in that year and shall specify the place and time when such meetings shall take place;
- ii. The Annual General Assembly meeting shall be held at such a time and places as the Board appoints;
- iii. Preceding the Annual General Assembly Meeting, a meeting of the Board shall be held to agree on future and strategic policies of the Association;
- iv. Extra-ordinary meeting of the Association Annual General Meeting shall be convened on requisition by half of the members of the Association;
- v. The Chairperson of the Board shall Chair all meetings of the Annual General Assembly including extra-ordinary meetings convened. In case the Chairperson is unable to Chair the meetings of the Annual General Assembly, the Vice Chairperson shall Chair that meeting. In case both the Chairperson and Vice Chairperson are unable to Chair, the Annual General Assembly shall elect a Chairperson specifically for that meeting;
- vi. The Quorum at any of the Annual General Assembly shall be half plus one of the members;
- vii. The decision of the Annual General Assembly shall be by consensus, but where a consensus cannot be reached, the Chairperson shall propose a vote and a decision shall be reached by a simple majority vote of the members in attendance;
- viii. In case of equality of votes, the Chairperson of the meeting shall be entitled to casting a vote;

-
- ix. Notice for the meeting of the Annual General Assembly shall be communicated in writing to the members twenty one days before the scheduled date for the meetings except for extra-ordinary meeting for which fourteen days' notice shall suffice;
 - x. The Secretary General shall serve as Secretary to the Annual General Assembly.

D. Procedure at the Annual General Assembly Meeting

- (1) At the Annual General Assembly meeting of the Association, the agenda shall include but shall not be limited to:
 - (a) Consider the accounts;
 - (b) Appoint the auditors of the Association;
 - (c) Appoint trustees of the Association;
 - (d) Receive the report of the Chair of any Standing Committees;
 - (e) Vote on the acceptance of new full and Associate members and observers;
 - (f) Elect the office bearers;
 - (g) Decide on programs and activities of the Association;
 - (h) Decide on the theme or topics of the next annual meeting;
 - (i) Decide on the venue and host of the next annual meeting. Provided always that in case of emergency, the time and place of the meeting may be changed by the Chairperson of the Association after consultation with the Board;
 - (j) Determine such other matters as the Committee may decide or as to which notice shall have been given in writing by a member or members to the Secretary at least four weeks before the date of the meeting;
 - (k) Any other business with the approval of the Chairperson.
- 2) At any other meeting other than the Annual General Meeting, the matters for which the meeting was called shall be stated in the agenda;
- 3) The Secretary General of the Association shall present the agenda to the members with the minutes of the previous meeting a week in advance to the proposed meeting;
- 4) Where a member has a suggestion on any matter for discussion,

the member shall give that matter to the Secretary General as an item to be included on the agenda for the subsequent meeting;

- 5) Subject to the provision of this article, the Annual General Assembly shall regulate its own proceedings;
- 6) Any person or institution admitted to the General Council as an Observer may speak with the permission of the Chairperson or the person presiding but may not vote;
- 7) The members will rotate the hosting of the Annual General Council Meeting.

ARTICLE VII

THE BOARD

1. (a) There shall be a Board, referred to as the Committee, which shall comprise:
 - (i) Five (5) board members, made up exclusively of Female Vice Chancellors,
And,
 - (ii) an additional three (3) non-voting Associate members
 - (b) The meetings of the Board shall be presided over by the Chair person of the Association.
2. The Board shall perform the following functions:
 - (a) uphold and protect the Constitution of the Association
 - (b) facilitate the actualization of the objects of the Association
 - (c) implement decisions of the General Assembly
 - (d) approve the agenda of the General Assembly
 - (e) approve the proposed budget and work programme for the next year
 - (f) recruit and terminate the Secretary-General of the Association
 - (g) recruit and terminate Staff of the Secretariat
 - (h) formulate By-Laws for ratification by the General Assembly,
 - (i) debate and advise the General Assembly on any matter,

-
- (j) discuss and implement joint activities to promote and deepen co-operation among members including joint research symposia seminars and other scientific programmes,
- (k) receive and discuss reports from the Secretariat on work done in the preceding year as well as plans for the coming year and advise the General Assembly accordingly
- (l) take action on any matter or function that may be delegated to it by the General Assembly.
3. The Board shall be responsible to the General Assembly and shall report to it on all its activities. In particular, it shall be charged with the responsibility of drafting of the following documents and their presentation to the General Assembly
- The annual report on activities completed,
 - The Financial report on the year prior to the meeting,
 - The proposed Budget for the forth coming year,
 - The programme for future activities, and
 - Proposition, if so required for the admission of the new members.
4. (a) The Board shall meet at least once biannually in ordinary session at a date and place to be determined by it.
- (b) The Chairperson may convene an extraordinary session of the Board.
- (c) The Chairperson shall convene an extraordinary session of the Board if two thirds of the Board members make a request in writing.
- (d) The Board may set up Sub-committees or working groups.
- (e) The quorum required for a meeting is at least half of the members plus one member, including the Chairperson or at least one Vice-Chairperson.
5. The Chairperson of the Board shall be the chief accounting officer of the Association and shall be answerable to the General Assembly on all financial matters.
6. The Board shall have full authority over the assets and business of the Association and may contract staff and or professional to be
-

remunerated on such terms and conditions as may be agreed upon.

ARTICLE VIII

THE SECRETARIAT

1. The Secretariat shall be the Permanent Executive Organ of the Association and in that capacity shall be under the authority and direction of the Board and shall execute the tasks assigned to it or decisions made by the Committee.
2. The Secretariat shall consist of the Secretary-General, the Senior Staff and such other staff as may be appointed for the effective running of the Association but shall not include consultants or agents engaged to carry out special assignments for the Association.
3. The Secretariat of the Association shall operate under the supervision of the Board and under the direction of the Secretary-General, and shall:
 - (a) promote the objects of the Association;
 - (b) organize a centre for documentary materials on matters of higher education which are of interest to Female Vice Chancellors of Universities in Africa;
 - (c) provide appropriate means for the resources of the documentation centre to be made accessible to member institutions;
 - (d) facilitate co-operation between the member institutions of to make full use of their human and material resources;
 - (e) subject to prior approval by the Board, render to member institutions such individual services as they may request; and
 - (f) undertake other tasks that are compatible with the objects of the Association.

ARTICLE IX

THE PRINCIPAL OFFICERS

The Principal Officers of the Association shall be:

- (a) the Chairperson;
- (b) the Vice-Chairperson;
- (c) the Secretary General.

1. Chairperson

- (a) The Chairperson of the Association shall be elected by the General Assembly by a simple majority of members present and voting.
- (b) The Chairperson shall hold office for a term of two years commencing from the General Assembly meeting at which the Chairperson is elected, and shall be eligible for re-election for a further one term of two years.
- (c) Apart from the specific functions stated in this Constitution, and those arising naturally through the office, the Chairperson shall also be charged by the General Assembly with the following duties:
 - To represent the Association as its Chairperson in its internal and external relations.
 - To convene ordinary or special meetings of the General Assembly
 - To execute the decisions of the General Assembly
- (d) If a Chairperson so elected ceases to be the Vice Chancellor, the position of Chairperson shall be considered vacant and the First Vice-Chairperson shall act until the election of a new Chairperson.
- (e) Notwithstanding clause 1 (b) above, the Chairperson may be removed from office on grounds of stated malfeasance or physical or mental incapacity by the votes of two-thirds majority of the total membership of the General Assembly. When a Chairperson is removed, the First Vice-Chairperson shall act until the election

of a new Chairperson.

- (f) The Secretary-General shall, at the request of the Board, call for nominations from members six months before the position of Chairperson becomes vacant. Nominations shall be open till two weeks before the General Assembly meeting. Any nomination received after that shall be invalid.
- (g) An Election Committee of five (5) members other than Associate Members or Observers shall be constituted at the General Assembly by the Chairperson. The Election Committee shall vet the nominations, and prepare the ballot papers.

2. Vice-Chairperson

- (a) There shall be two Vice-Chairpersons to be designated First and Second Respectively, in accordance with the votes obtained during the elections.
- (b) Clause 1 of this Article shall apply to the position of Vice-Chairperson, mutatis mutandis.

3. Secretary-General

- (a) The Association shall have a Secretary-General who shall be competitively recruited by the Association and shall be directly responsible to the Board.
- (b) The Secretary-General shall hold office for a term of two years and is eligible for re-appointment for one more term.
- (c) The Secretary-General may be removed from office for good cause upon the decision of the Board
- (d) A person who is eligible for appointment as Secretary-General.
 - (i) holds or has held a position in university management or equivalent, or,

-
- (ii) qualifies to be appointed as Vice Chancellor, or
 - (iii) has proven leadership, managerial and fundraising capabilities,
 - (iv) has an earned doctorate qualification and experience in management of Institutions of higher education,
- (e) The position of Secretary-General shall be full-time and shall normally be incompatible with the performance of any other duties.
- (f) The conditions of service, facilities and privileges shall be determined by the Board.
- (g) Members shall respect the impartiality of the Secretary-General, and the staff of the Secretariat and shall refrain from seeking to influence them in the execution of their duties.
- (h) The Secretary-General shall:
- (i) be Secretary to the Board
 - (ii) provide information or comment on technical matters raised by the General Assembly
 - (iii) direct and oversee the general administrative operations of the Secretariat
 - (iv) call for all Association meetings and prepare the agenda of the Association
 - (v) uphold and protect the Constitution of the Association
 - (vi) represent the Association on all matters of interest to the Association
 - (vii) make proposals to the Board for the establishment of the staff of the Secretariat
 - (viii) exercise disciplinary powers over the personnel of the Secretariat in accordance with such by-laws as shall be made by the Board
 - (ix) present detailed budget proposals each year to the Board and provide a certified statement of the accounts of the previous year
 - (x) accept subscriptions and donations in the name of the Association with the approval of the Board
 - (xi) be in permanent liaison with the Chairperson of the Association
 - (xii) maintain correspondence with member institutions and other stakeholders
 - (xiii) oversee and maintain all minutes, correspondences, records and

-
- property of the Association
- (xiv) make available to the Chairperson of the Association, documents and reports relating to matters to be discussed at the General Assembly meeting
 - (xv) take steps to invite experts whose advise may be useful to the The Board meeting or its other Committees where necessary

ARTICLE X

FUNDS

1. The funds of the Association shall comprise of-
 - (a) Subscription from members
 - (b) Endowment, donations, gifts and grants
 - (c) Strategic partnerships
 - (d) Fundraising
 - (e) Such monies or assets as may accrue to or vest in the Association in the course of the exercise of its powers or the performance of its functions under this Constitution, and
 - (f) All monies from any other source provided for or lent to the Association.

2. The funds of the Association may be used for the following purposes:
 - (a) recurrent expenses,
 - (b) capital development,
 - (c) operations and maintenance costs, and
 - (d) to facilitate furtherance of subjects.

3. An account shall be opened in the name of the Association at a Bank that will be agreed upon by the Board.

4. All moneys and funds shall be received by and paid to the Association and shall be deposited in the name of the Association in any bank or banks approved by the Board.

5. The annual subscription payable by each member shall be deter-

mined according to the General Assembly of the Association, and shall be paid by the 31st Dec each year or such other date as the Board may determine as the end of the fiscal year of the Association.

6. Subventions and donations may be accepted for purposes that are consistent with the objects of the Association under conditions approved by the Board.
7. The General Assembly shall cause to be kept all proper books and records of accounts of the income, expenditure and assets of the Association.
8. Audited financial statements shall be approved annually by the Board and ratified at the Annual General Council Meeting.
9. No payments shall be made out of the bank account without a resolution of the Board authorizing such payment and all cheques on such bank accounts shall be signed by the Secretary General and one designated member of the Board who shall be appointed by the Board.
10. The financial year shall be from 1st Jan to 31st Dec every year.

ARTICLE XI

SIGNATORIES

All documents made on behalf of the Association and all decisions of the General Council may be signified under the hand of the Chairperson of the Board or any designated member duly authorized by the Board and the Secretary General.

ARTICLE XII

ACQUISITION OF PROPERTY

The Association may acquire and dispose of property.

ARTICLE XIII

TRUSTEES

- (a) All land, building and other immovable property and all investments and securities which shall be acquired by the Association shall be vested in the names of not less than three trustees who shall be full members of the Association and shall be appointed at an annual general assembly meeting for a period of three years. On retirement such trustees shall be eligible for re-election. A general assembly meeting shall have the power to remove any of the trustees and all vacancies occurring by removal, resignation or death, shall be filled at the same or next general assembly meeting.
- (b) The trustees shall pay all income received from property vested in the trustees to the Secretariat. Any expenditure in respect of such property which in the opinion of the trustees is necessary or desirable shall be reported by the trustees to the Board which shall authorize expenditure of such monies as it thinks fit.

ARTICLE XIV

AUDITORS

- (a) An auditor shall be appointed for the following year by the annual general council meeting. All's accounts, records and documents shall be opened to the inspection of the auditor at any time.
- (b) The Secretary General shall produce an account of receipts and payments and a statement of assets and liabilities made up to a date which shall not be less than six weeks and not more than three months before the date of the annual general council meeting. The auditor shall examine such annual accounts and statements and either clarify that they are correct, duly vouched and in accordance with the law or report to the Association, in what respect they are found to be incorrect, unvouched or not in accordance with the law.
- (c) A copy of the auditor's report on the accounts and statements together with such accounts and statements shall be furnished to

all members at the same time as the notice convening the annual general council meeting is sent out. An auditor may be paid such honorarium for his duties as may be resolved by the annual general council meeting appointing him.

- (d) No auditor shall be a staff or office bearer or a member of the Board of the Association.

ARTICLE XV

INSPECTION OF ACCOUNTS AND LIST OF MEMBERS

The books of account and all documents relating thereto and a list of members of the Association shall be available for inspection at the registered office of the Association, by any officer or member of the Association, on giving not less than seven days notice to the Association.

ARTICLE XVI

AMENDMENTS, REVISIONS AND BY-LAWS

1. This Constitution may be amended by a majority vote of two-thirds of the members of the Association present and voting at any ordinary meeting of the General Assembly, if the total number of votes cast in favour of this amendment is at least equal to the simple majority of the total membership of the Association.

2. (a) Proposals to modify or review this Constitution shall be submitted in writing to the Secretary-General at least two months before the opening of the General Assembly meeting at which they are to be considered.

Copies of these proposals shall be sent by registered or electronic mail to member institutions by the Secretary-General at least one month before the opening of the General Assembly meeting.

(b) Any modification or revision of this Constitution shall bear the date when the modification or revision is to become effective.

3. (a) By-laws which are complementary to this Constitution but

do not modify it, may be adopted by the Board and shall take immediate effect.

- (b) The adopted by-laws shall be submitted to the next meeting of the General Assembly

ARTICLE XVII

MISCELLANEOUS

- (a) The Association may be the negotiating agent for its members regarding salaries, benefits and terms and conditions of employments.
- (b) Each member shall be bound by any collective agreement entered into by the association on behalf of the members.
- (c) There shall be no voting by proxy.

ARTICLE XVIII

DISSOLUTION

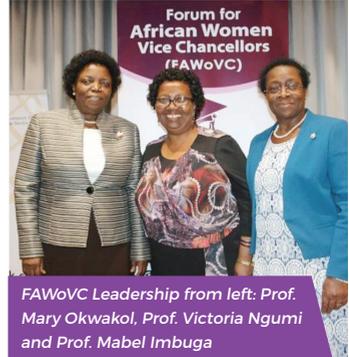
- (a) The Association shall not be dissolved except by a resolution passed at a General Assembly Meeting by a vote of two-thirds of fully paid up members. If no quorum is attained, the proposer to dissolve shall do so to a further general assembly meeting which shall be held one month later. Notice of this meeting shall be given to all members of the Association at least 14 days before the date of the meeting. The quorum of this second meeting shall be the number of members present.
- (b) Provided, however, that no dissolution shall be effected without prior permission in writing of the Registrar of Societies, obtained upon application to him made in writing and signed by three of the office bearers.
- (c) When the dissolution of the Association has been approved by the Registrar of Societies, no further action shall be taken by the Committee or any other office bearer of the Association in connection with aims of the Association other than to get in, and liquidate for

cash, all the assets of the Association. Subject to the payment of all the debts of the Association, the balance thereof shall be distributed in such other manner as may be resolved by the meeting at which the resolution for dissolution is passed.

FAWoVC Second forum in pictures



Commemorative group photo during the workshop



FAWoVC Leadership from left: Prof. Mary Okwakol, Prof. Victoria Ngumi and Prof. Mabel Imbuga



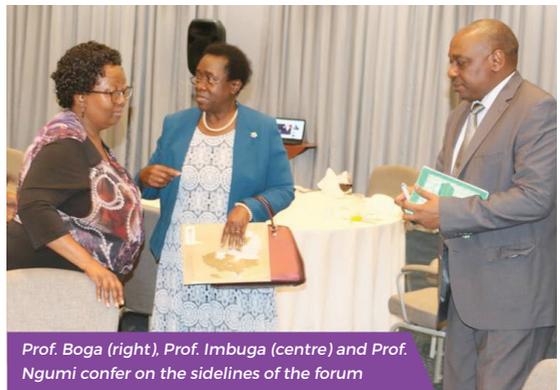
Prof. Hamadi Boga interacts with some of the Vice Chancellors after delivering his speech



Prof. Mabel Imbuga (left) with keynote speakers Dr. Alice Kaudia (centre) and Dr. Helmut Blumbach



Prof. Angela Freeman, presents a gift to Prof. Mabel Imbuga for her stewardship of FAWoVC



Prof. Boga (right), Prof. Imbuga (centre) and Prof. Ngumi confer on the sidelines of the forum



Prof. Victoria Wambui Ngumi makes her remarks during the event



A section of participants interact with Chief Guest, Prof. Boga during dinner



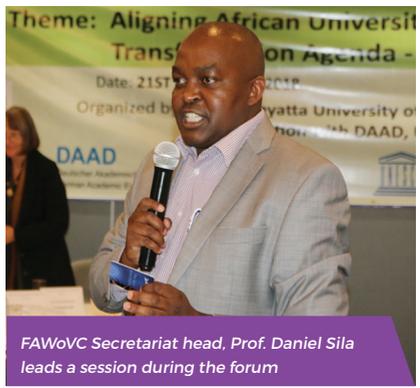
A section of the participants with FAWoVC officials



Dr. Alice Kaudia delivers a keynote address to the participants



Prof. Ngumi (left) and Prof. Imbuga at the event



FAWoVC Secretariat head, Prof. Daniel Sila leads a session during the forum



FAWoVC Secretariat,
Jomo Kenyatta University of Agriculture and Technology
P. O. Box 62000 - 00200, Nairobi, Kenya
Telephone: +254 - 067- 5870001
Email: vc@jkuat.ac.ke,
Website: <http://www.jkuat.ac.ke>