

JUNE 30 -JULY 5, 2019

THIRD HERS-EA ACADEMY



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Theme: "Enabling Women to Soar to New Heights"

The 2019 (Third) HERS-EA Leadership ACADEMY could not have been completed without the kind assistance of Makerere University, in particular the Vice Chancellor, Professor Barnabas Nawangwe and Gender Mainstreaming Directorate team.

The HERS-EA Management Team wishes to thank all the participants, facilitators and volunteers from near and far for their willingness to contribute to this program and for their valuable insight. This ACADEMY drew participants from higher education institutions in East Africa (Uganda and Ethiopia) and USA and Canada.

HERS-EA Coordinator,

Ms. Naomi Lumutenga, who was also the ACADEMY Coordinator welcomed the guests, facilitators, and participants. She informed the audience that HERS-EA Leadership ACADEMY is one of the most compelling leadership development opportunities for women in higher education, with a curriculum that addresses personal development, institutional awareness, and provides excellent networking opportunities.



**MS. NAOMI LUMUTENGA,
HERS-EA COORDINATOR**

Welcome Remarks

After welcoming 2019 HERS-EA participants and guests, Dr. Ruth Muwazi, Chairperson of HERS-EA outlined the genesis of HERS-EA, its affiliation to HERS based in Denver, Colorado, USA, its objectives, achievements to date and challenges. Dr. Muwazi thanked Prof. Barnabas Nawangwe, the Vice Chancellor of Makerere University, for supporting the HERS-EA project and guiding Founders and Secretariat staff.



DR. RUTH MUWAZI, HERS-EA CHAIR

Dr. Muwazi recognized Prof. David Kabasa, Principal of the College of Veterinary Medicine, Animal Resources and Biosecurity, for housing HERS-EA and providing on-going technical support, including collaborative activities with grassroots communities. Also, Dr. Muwazi thanked the Director and staff of the Gender Mainstreaming Directorate at Makerere University for sharing office space with HERS-EA. She ended her remarks by wishing HERS-EA 3rd ACADEMY participants a rewarding week.

Remarks by the Vice Chancellor, Makerere University, Professor Barnabas Nawangwe

Vice Chancellor (VC) Nawangwe

reflected back to more than thirty years ago, when attempts to address the gender landscape began; he shared some notable observations;

“I have already seen some change in Makerere University management. In the College of Engineering, Design, Architecture and Technology (CEDAT), we now have forty percent female staff”.

The VC urged everyone to work on restoring confidence in their female colleagues and encouraged women to be active.



The VC also acknowledged that persistent imbalances in top management positions

cannot be ignored in spite of the improvement. He suggested that there should be laws in Uganda that protect women in leadership in the male dominated society, as is the case in some countries. He implored institutions to do more to mobilize women leaders and facilitate more women to attend the HERS-EA leadership program and activities.

The VC specially thanked international guests for funding themselves and being part of

HERS- EA 3rd ACADEMY. He also thanked the founders of HERS-EA for being pioneers of this cause and he pledged support from Makerere University, as the host university;

“On behalf of Makerere University, we are committing to see that HERS-EA gets more support to be able to train more women and push our economy faster. We will do our part as Makerere to continue promoting HERS-EA.” The VC ended his remarks by wishing the participants an enjoyable week.

The Keynote Address by Prof. Judith White, Former President and Executive Director, HERS-USA

Prof. Judith White commenced her speech by stating that there was no better way to commemorate one year since retiring as Executive Director of HERS-USA than to deliver the keynote at the HERS-EA Third Academy hosted by Mak.

“Today, we have an incredible assembly of wonderful women. You all come with a story of what empowered you, and HERS-EA will give you a chance to think about how to exercise leadership in the institutions you come from; you are now part of HERS’ soaring sisterhood” exuded Prof. White.



Prof. White cited historical milestones; “we all need to think about our relationships in terms of history.” She referenced her personal story when, in 1972, three events namely; the passing of Title IX, the founding of HERS, and her graduation from Princeton University marked a turning point. The passing of Title IX, a comprehensive federal law that prohibits discrimination on the basis of sex, as part of the education amendments of 1972 in the USA mandated the delivery of education to women and people of color. As such, she was able to ‘legitimately’ graduate along with the last group of men in the hitherto male-dominated graduation since the University’s founding in 1746.

Prof. White also cited ‘Women of influence, Women of vision: a cross-generational study of leaders and social change’ which covers categories of women such as; Instigators and Inheritors on whom participants could model Personal Development. She shared lessons learned over thirteen years of interaction with over two thousand women at HERS. *“You have to be strong”* she started off before quickly adding, *“Make sure that you are using your strengths in ways that you want, or else others will use your strengths in ways that they want.”* Referencing the ACADEMY theme, White advised that; *“Soaring takes sight; soaring takes vision, insight and foresight. Whatever goes up does not stay up forever; it must come down. Plan for a soft landing...You want to always have a soft landing”*

Situation Analysis of Makerere University, the Host University Policy Perspective

Dr. Euzobia M. Mugisha Baine, Acting Director, Gender Mainstreaming Directorate (GMD), Mak outlined the GMD Policy framework and its history, at Mak. covering two main policies: 1) Mak Policy and Regulations against Sexual Harassment of 2006, amended in 2018, and 2) Mak Gender Equality Policy 2009. These policies envision Mak to become a gender-responsive University in which substantive gender equality is a reality.

The mission of GMD is to *facilitate, coordinate and monitor the integration of gender into the core functions of Mak. i.e. teaching and learning, research and innovations, knowledge transfer partnerships and support services.*



“Dr. Baine provided a historical perspective of gender policy development at Mak as follows:
1922-the motto of Mak changed from ‘*let us be men*’ to ‘*we build for the future*’;
1990, an affirmative action of adding 1.5 extra points to all female undergraduate entrants;
1991, the Department of Women Studies (now the School of Women and Gender Studies in College of Humanities and Social Sciences.) was introduced;
1998, a Senate committee on Gender Mainstreaming (GM) was created;
2000, a GM Program (GMP) or GM Division under the Academic Registrar’s Department;
2001, Female Scholarship Initiative begun; **2004, a situation analysis of the Gender Terrain** at Mak was completed; **2006, the policy & regulation against sexual harassment** was enacted;
2009, Mak Gender Equality Policy (MUGEP) led to creation of GM Directorate.

The strategic areas of focus of GMD are: *Engendering the curricula, provision of a secure environment for staff, students and other stakeholders, student enrolment, retention and performance, staff recruitment, training, promotion and recognition, women’s participation in decision making; organizational culture that is gender-responsive, networking & partnerships for gender mainstreaming programs, research and innovations, resource mobilization and gender-budgeting, staff and student welfare.* In conclusion, Dr. Baine said that although there has been some progress at Mak , from an institution that was openly anti-women, the current female statistics (Mak Council 25%; Mak Senate 17%; Higher administration 25%; Principals 10%; Deputy Principals 40%; Deans 21%; Heads of Departments 25%) show that there is more work to be done and justifies the participation of more women in the leadership training, as had been indicated by Mak VC.

Experiences of Barriers to Female Advancement in higher education: Tales from India and Africa



Dr. Gennet Zewide, Former Ambassador of Ethiopia to India; Chair, The Forum for African Women Educationalists (FAWE) and former Minister of Education, Ethiopia, noted that women are under- represented in all categories of academic positions compared to the males in one way or another due to patriarchal institutional culture and general perception of leadership. ***“It is critical for academic institutes to encourage women to participate in leadership”***. She cited socio-economic backgrounds and socio-cultural belief systems as significant constraints on women pursuing academic careers.

“Societies have potent messages about what is considered appropriate behavior for women.”

She gave an example of social class status in India that is intersected with gender to determine which women enter higher education institutions (HEIs).

Dr.. Zewide appealed to all institutions to investment in women by structuring interventions that develop women’s leadership through formal mentoring arrangements. She discouraged discriminatory eligibility criteria in HEIs and questioned some academic principles that are less challenging to men, such as, “publish or perish.” She urged women to stop perceiving leadership as a diversion from their commitment to research and scholarship and challenged those who do not think of themselves as leaders, or resist assuming leadership positions, to build confidence and grow, by seeking professional connections and networking. Dr. Zewide ended her talk by advising institutions to promote programs that are gender mainstreamed in order to level out gender stereotypes in HEIs.

Leading and Managing Change in HEIs: Barriers to women's Advancement; Lessons from Advance FORWARD



Dr. Elizabeth (Betsy) Birmingham, Professor and Dean of Social Sciences and Humanities at Lakehead University shared about "Advance FORWARD" (Focus on Resources for Women's Advancement Recruitment/Retention and Development) a program that she led while at North Dakota State University (NDSU).

The vision of FORWARD was to establish a university culture where all individuals were nurtured and supported to develop to their fullest potential, and the criteria for success and achievement incorporated unique skills and contributions of both men and women.

NDSU Advance FORWARD project goals were to: Improve climate, enhance recruitment of women, increase retention of women, promote/advance women and open faculty leadership opportunities to women. "When we talk about institutional climate, we are using a metaphor, but one that is in many ways apt. Meteorological climates encompass the statistics of elements in a given place over long periods of time. Climate can be contrasted to weather, which is the present condition of these same elements and their variations over short periods." Said Dr. Birmingham.

Applying the 'climate' metaphor to gender issues, distinguished between "explicit, formal institutionalized policies of discrimination" and "informal practices and implicit policies which do not intend to harm or disadvantage women; however, they sustain a chilly climate in which women feel unwelcome. "We can't control the weather at our institutions, but we can work to understand and control the climate: through attention to the 3 Ps (Policy, Procedure, and Practice)."

Participants examined structural or cultural barriers to enacting warm environments and proposed ways of dismantling the barriers.

Navigating the Political Environment/ Achieving Consensus in higher education institutions (HEIs)



Dr. Julie Jordan, Associate Vice President, International Programs; Executive Director, International Institute and Interim Vice President for Research and Economic Development at Mississippi State University led this session, and focused on tips to manage (positive and negative) politics in HEIs. These included: Knowing your organizational structure; Being a good listener; Making your boss and subordinates look good; Respecting the chain of command; Knowing methods of communication and when to use what; Building trust; Making alliances; Building networks; Knowing your enemies and keeping them close; Building social and political capital; Putting relationships over being right; Developing real friendships; And owning what you say.

Dr. Jordan emphasized the importance of thinking before speaking because politically skilled managers have impulse control and they tend to choose their organizational battles wisely and size up situations before deciding how to present ideas to others. She stressed that leaders need to manage up as long as it is not at the expense of neglecting their own team and be able to communicate with their bosses skillfully. Other aspects covered were; influence is practiced and effective, influencers build stronger interpersonal relationships and have good rapport with others. Managers comfortable with their interpersonal power tend to have good judgment about when to assert themselves, which in turn results in more cooperative relationships. Skilled influencers are not always overtly political; they just play the political game fairly and effortlessly.

Gender Stereotypes, Sexism, & Discrimination in HE: Personal Experiences of Institutional Barriers to Women Advancement.



Dr. Maria Goretti Nassuna-Musoke, Associate Professor, College of Veterinary Medicine, Animal Resources and Biosecurity (COVAB), Makerere University; a certified AWARD (African Women in Agricultural Research and Development), facilitator and trainer with the Gender Responsive Researchers Equipped for Agricultural Transformation (GREAT) program of Mak and Cornell Universities - tasked participants to come up with personal and institutional barriers to women advancement, and identify some strategies to address the barriers.



Dr. Ruth Muwazi, Chairperson of HERS-EA and HERS, South Africa Alumni shared personal reflections of her leadership journey. Dr. Muwazi concluded by encouraging participants to get to develop self-awareness; invest in understanding personalities; read between the lines (in meetings, documents, and conversations), acquire information about the trends (institutional, national, and at international levels), position themselves for success (training and networks), promote others, follow up on actions immediately, keep a clear desk, build supportive institutional networks and relationships, have a few male allies and dare to be different.

Understanding and Developing your Leadership Style

Dr. Dionne Rosser-Mims, Dean and Professor at Troy University, presented “Understanding and developing your leadership style.” Her outline included: Increase understanding of your own leadership style; Gain a working knowledge of the model in The Leadership Challenge and its component parts; Increase understanding of how to build collaboration, teamwork, and trust and Apply diverse leadership strengths of the group to a specific challenge. Citing Kouzes and Posner, she defined leadership as “*the art of mobilizing others to want to struggle for shared aspirations.*”



Dr. Rosser-Mims shared that leadership is a pattern of behavior, a skill set, and that things that leaders do that have been affirmed through analysis of the *Leadership Practices Inventory (LPI)* indicated that leaders’ behavior explains the majority of workplace engagement. She concluded by sharing practices of an exemplary leader.

Introduction to Grant Writing

Dr. Rhoda Wanyenze, Professor and Dean, School of Public Health, Makerere University who has won and been Principal Investigator of multi-million dollar local, regional and global grants facilitated this session.

Dr. Wanyenze guided the participants to explore reasons why grant writing is necessary, types of grants, advance preparation, common sections of proposals, preparing to write the proposal, writing the proposal, successful grant writing and project implementation. Dr. Wanyenze emphasized that grant writing is a skill that requires investment of time and effort. There is need to practice with support from experienced mentors; She highlighted the significance of writing grants, because they benefit the individual and develop institutions.



Budgeting for Grants



Ms. Shauncey Hill, Director of International Research Development, Mississippi State University, focused on the role of a budget in grant writing. Ms. Hill advised that while budgeting for grants, the planner(s) must know what is important to the institution, the agency and the researcher; budget questions dealing with allocationability, allowability and reasonability should be addressed. Key budget components were outlined as: salaries, fringe benefits, travel, commodities, contractual expenses, software for data collections/reporting, monitoring and evaluating costs, site visits/auditing, PI meetings (travel), experiment costs, housing/food for animals, insurance, security, procurement, among others.

Gender Responsive Budgeting in Higher Education Institutions



Mr. Eric Tumwesigye, Senior Gender Officer, Gender Mainstreaming Directorate at Mak led the session, centred around: Conceptualizing Gender Responsive Budgeting (GRB); GRB in Uganda; National legal and policy provisions; GRB in practice; GRB in Higher Education Institutions (HEIs); Key areas of concern; And how to do GRB to benefit the individual and develop institutions. Mr. Tumwesigye gave a brief history of GRB in Uganda (started in 1998 under a Civil Society Organization in partnership with the Parliament of Uganda) and also provided an overview of gender and equity in the Public Finance Management Act, (2015). In reference to HEIs, he advised that GRB be applied to identified issues & solutions (using gender segregated data) within the institutional mandate.

Tips for Research and Publishing



Dr. Rhoda Wanyenze, Professor and Dean, School of Public Health, Mak led this session, and outlined reasons why publishing is necessary, emphasizing that it is unethical not to publish research findings. The reasons included: 1) Advancing scientific knowledge 2) Impacting on policies and practice 3) Professional advancement 4) Personal promotion 5) Improving personal track record 6) Changing the way we do business 7) Improving other outcomes 8) Personal and research team credibility and 9) Increasing chances of getting research grants.

Dr. Wanyenze provided Practical tips for publishing and these included: 1) Develop clear and important research question 2) Develop an outline before full paper 3) Make sure co-authors agree with research question and final outline and 4) Read the submission and formatting requirements for your target journal.

Developing a Career Map

Prof. Judith White, Former President and Executive Director, HERS who is now a Leadership Development Consultant led this session using a learner-centered approach guiding participants through two activities: 1) Using time frame as a Planning tool to develop a Career map with different time frames and goals that include contributions, impact and enjoyment 2) Selecting one time frame and mapping out goals, while listing key activities, connections and other considerations as well as set dates.

Participants selected one goal activity and decided what action they would take in a timeframe of their choice while considering side trips and additional stops.



Developing a Career Map, Part 2

Prof. White requested Prof. Margaret Khaita, an alumni of HERS Denver (2011) to share her Career Map and the three 10-year goals she developed while attending HERS ACADEMY in Denver, USA in 2011. Prof. Khaita illustrated her career plan using three time frame (1 year, 5 years and 10+ years). Her one year plan was to attain full professorship; the five years was to actualize HERS-EA; and ten years was to open up a consultancy firm after retirement. The 1st two goals had been accomplished & she was still working on goal #3.

Prof. White concluded by asking participants to review and revise their map every year while remembering that *“Mapping is yours. Seek advice from trusted mentors but you must trust yourself!”*



Professional Women's Economic Empowerment, Case study 1

Dr. Monica Karuhanga Beraho, Lecturer at College of Agricultural and Environmental Sciences (CAES), Mak and Director of Grand Global Hotel presented a case study of professional women's economic empowerment. She shared the history of Grand Global Hotel, started as a student hostel in 2003 with 5 rooms; it grew to 15 rooms in 2004 with addition of a restaurant & to a hotel in 2008 - currently having over 100 rooms. She did this concurrently with her Ph. D which she started in 2003. The challenges she noted included limited financial and human resources and balancing family, business and the profession. Lessons learned included: financial discipline, networking, hard work and team work. Dr. Beraho concluded by encouraging everyone to support *voiceless women & girls*, sensitize men in addressing gender equity issues and increase the number of girls in HEIs.



Professional Women's Economic Empowerment, Case study 2

Dr. Maggie Kigozi, a Medical Doctor by training who went into private practice after husband died shared her experience with HERS-EA attendees on how she learnt how to manage a business on the job and through training. Dr. Kigozi worked for government as **Executive Director of Uganda Investment Authority**; now she is an accomplished farmer and tree planter. She encouraged women to plan for self-employment and business not as an option but as a way of making money and for economic empowerment.



Panel of Senior Women: Topic: The thrills and Challenges of Women at the top

Dr. Hawa Kasule from Department of Linguistics, English Language Studies and Communication Skills at Mak moderated a panel of senior women.

The panel consisted of six women each discussing different topics assigned to them as listed below:

Dr. Betsy Birmingham, Professor from Lakehead University, Canada (left in photo below) discussed : "Changing the Landscape for Women in HEIs".

Dr. Gennet Zewide, Ethiopia (standing in photo below), discussed " The thrills and challenges of women at the top."

Ms. Debbie Kaddu Serwadda (right in photo below) Executive Director of Icon Enterprises. discussed " How HEIs can benefit from supporting young parents through research and practice."



Panel of Senior Women sharing Perspectives on Assigned Topics



Not in the Photo: Dr. Julie Jordan, Interim Vice President, Research from Mississippi State University, discussed " Building Institutional Partnerships; A Natural area for women leaders."

Dr. Monica Balya Chibita, Professor and Dean, Faculty of Journalism, Media and Communication at Uganda Christian University discussed " How can we make the Media work for us?"

Dr. Judith White, Professor, and currently a self-employed Women's Equity Advocate discussed " What do Women Leaders Bring to HEIs?"

Informal and Formal Professional Networks Development



This session involved development of formal and informal professional networks and friendships during the ACADEMY. Women shared valuable personal experiences and developed networks with colleagues from various institutions present.

Above. Dr. Margaret Khaita, Dr. Judith White and Dr. Betsy Birmingham networking

Introduction and Overview of Universities and Colleges; Collaborative Opportunities

This session involved participants from each University represented giving presentations about their institutions, with emphasis on collaborative areas. Universities represented included: Clarke International University, Kampala Uganda; Kyambogo University, Uganda, Makerere University; Mbarara University of Science and Technology (MUST), Uganda; Muni University, Uganda; Uganda Christian University, Mukono; Mekelle University, Ethiopia; Lakehead University, Ontario, Canada; Mississippi State University, USA; and Troy University (Alabama, USA).

Deputy Vice Chancellor for Academic Affairs, Makerere University, Associate Professor Umar Kakumba

Deputy V.C. for Academic Affairs at Mak, Associate Professor Umar Kakumba, gave closing remarks on behalf of Barnabas Nawangwe, Mak VC. Dr. Kakumba congratulated HERS-EA for the Vision and for their perseverance to ensure that many women benefit from the program. *“It is a matter of pride that Mak has been associated with this Vision and supported the ACADEMY that concludes today. We thank the Visionaries and we encourage them to keep going and reminding us of our responsibility to promote women leaders in Higher Education. We pledge the support of the University for future activities in this regard.”* He remarked.



The DVC thanked HERS-EA 3rd ACADEMY Facilitators who willingly gave their time to support the training and encouraged them not to tire of giving back. He encouraged participants to always remember the facilitators for the difference they have made in their professional and personal lives. He thanked facilitators who travelled from United States of America, and Ethiopia, to support their sisters in East Africa and wished them safe journeys back home.

The ACADEMY ends today but the rest of your life, to which you must apply the skills you have gained starts when you leave here. He addressed the participants. He advised them that their gratitude to the organisers, supporters, facilitators and funders of the ACADEMY will be best illustrated through their ability to add value to their personal and professional lives.

Hon. Dr. John Chrysestom Musingo, Uganda's Minister of State for Higher Education presided over the closing ceremony

The Minister brought greetings from Maama Janet Kataaha Museveni, First Lady of Uganda and Minister of Education and Sports, who was expected to preside over the opening of this event but due to other state functions, was unable.

Hon Musingo welcomed facilitators who traveled from the USA and Ethiopia, to share their skills and experience, freely, with women in East Africa. On behalf of the Government of Uganda and the Ministry of Education and Sports in particular, he expressed sincere gratitude to all the institutions represented at the event for their support towards enhancing the capacity of human resources in leadership and management.

“As regards the education sector in Uganda, this is a good development and it fits well within our policy framework. Uganda’s national Agenda – Vision 2040 and NDP II are rooted in the Global Agenda that emphasizes gender mainstreaming, if the country is to develop. University admissions continue to provide special allowance for female candidates; however, we all recognize that there is more work to be done, to improve the experiences of female students at university campuses. Lack of women at senior leadership level is an issue that needs to be addressed, because, among other benefits, female leaders provide positive role models for female students.” The Minister stated.



Hon. Dr. John Chrysestom Muyingo, awarded certificates to HERS-EA ACADEMY Participants



Hon Muyingo welcomed facilitators who travelled from the USA and Ethiopia, to share their skills and experience, freely, with women in East Africa. On behalf of the Government of Uganda and the Ministry of Education and Sports in particular, he expressed sincere gratitude to all the institutions represented at the event for their support towards enhancing the capacity of human resources in leadership and management. He thanked HERS-EA Founders for the vision and Mak for hosting and nurturing HERS-EA. He concluded by awarding certificates to participants..

I want to assure you that the government of Uganda welcomes, encourages and recognizes the contribution made by Ugandans in the diaspora as important development partners; this initiative justifies that support.”Hon Muyingo said.



Hon. Dr. John Chrysestom Muyingo, presided over the closing ceremony

The Third ACADEMY closed with a reception, following a cake-cutting ceremony, where Dr Muyingo joined participants, facilitators and invited guests.



Below: Group Photo of HERS-EA 3rd ACADEMY Participants at Closing



THEME: “NEXT STEPS-LANDING THE JOB”.**Embracing yourself/ getting to know one another**

Dr. Julie Jordan, Associate Vice President for International Programs and Executive Director, International Institute and Interim Vice President, Research and Economic Development at Mississippi State University asked participants to work in pairs to write an elevator speech that can be used to pitch each other before an employer. The elevator speeches were later presented by participants and feedback provided from the audience.

**Advancing your career: Next steps**

Dr. Elizabeth (Betsy) Birmingham, Professor and Dean of Social Sciences and Humanities at Lakehead University, Canada facilitated a session on ways of overcoming barriers to apply for higher jobs, including; essentials of an application, CV, research statement, teaching philosophy, and the interview navigation process. Participants received tips on attributes for landing higher jobs . e.g. 1) Demonstrable record of appropriate leadership in research, teaching and/or other group situations 2) Commitment to excellence in academic endeavour 3) Commitment to challenging poor performance and inappropriate behaviour , and 4) Integrity: keeping promises, following through on commitments, demonstrating the values expected of others



Attributes Required for Landing Higher Jobs



Dr. Jordan covered three attributes Required for Landing Higher Jobs:

1) Person Specifications; 2) Experience; and 3) Demonstrated high performance standards in (two or more of) research, teaching, leadership and enterprise.

Giving tips on how to work with ‘people above and below you’, the facilitators discussed mental shift experiences when getting promotion. Participants were advised to pay attention to job descriptions. She mentioned that it was important to study the roles of the post and the terms of office to ensure that it was a good match.

Testimony from HERS-EA Alumnae

Regarding the importance of Alumnae day, **Dr. Judith White identified a 2017 Alumni, Ms. Fiona Mukimba, Assistant Lecturer at Muni University** and asked her to share her experience from attending HERS-EA ACADEMY.

Ms Mukimba, shared how she he had gained confidence in taking on leadership roles, and advocating for more women from her university to attend the ACADEMY.

“Having learnt a lot from the actual ACADEMY and Alumnae days, I feel accountable to HERS-EA. We, the Alumnae at Muni University are trying to convince Muni University to fit HERS-EA ACADEMY in their annual budget so that we can have more women from our Institution take part in this phenomenal training”. Mukimba said.

