



**Socioeconomic Institute for Advanced Studies**

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*Pioneering Socioeconomic Solutions  
& Development by Multidisciplinary Holistic Academic Programs*

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# **SIAS Governance Manual**

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**Updated on April 2023**

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<http://www.sias.rw/>

Building 16, KK19 Avenue, Niboyi Sector, Kicukiro District, Kigali City, Rwanda

Page 1 of 13

## **One- Purpose of SIAS**

Socioeconomic Institute for Advanced Studies (SIAS) is a private Higher Learning Institution, founded by Dr Mohamed Buhijji and sponsored through both IEL and SIAS, as per Article 69, and then Articles starting from 63 and 64 of Chapter One of law No 010/2021 of 16/02/2021 that are determining the organization of education relating to Specialised Institution organisation and its functioning as HLI. Therefore, the duties and responsibilities of SIAS were drafted to be as follows:

- a) SIAS would be a postgraduate institute that provides higher education programs and research in fields related to socioeconomic development and advancement that would be released based on studying the realised demands and based on needs assessment and supported by skills gaps.
- b) SIAS would carry out multidisciplinary research that would address the contemporary and future demands of the targeted communities or the different socioeconomic challenges or potential opportunities. The results of this research could be published in highly attributed peer-reviewed journals and, at the same time, could be used for contributing to the promotion of Rwanda and East African Community (EAC) national and regional development.
- c) To raise the capacity of SIAS postgraduate students with competency-based skills, projects, research and education that enable them to be job creators, or unique multidisciplinary experts that would add great value to their employers, besides participating in the fulfilment and advancement of the national development.
- d) To contribute to the advancement of Rwanda, EAC and African regions in the area of socioeconomic development, bringing a solution to complex problems and raising the country's status in the innovation index.

## **Two- Abiding by the Laws that Govern SIAS Authority & Responsibility**

### **2.1 Accountability of SIAS Governing Board**

Articles 73 and 74 of law No 010/2021 of 16/02/2021 empower HLI's and institutions as SIAS to:

- a) To award postgraduate degrees, PhD and MSc of higher education in conformity with the law and the standards laid down by the Ministry of Education and its agencies.
- b) To award certificates for training courses.
- c) To sign cooperation agreements with different organs responsible for Education and with other national and foreign higher learning institutions and other agencies.
- d) To manage its financial affairs, employ staff, own property, take out loans, and enter into contracts.
- e) To promote the institution's lecturers, researchers, staff and projects in accordance with relevant laws.
- f) To impart knowledge and skills through face-to-face learning, blended learning, and distance learning that lead to the fulfilment of the targeted

markets and job creation, taking into consideration the need for Rwandan and East African Community (EAC) culture and values;

g) To contribute to solving national and international issues with a specific focus on socioeconomic development.

## **2.2 Duties and Responsibility of SIAS Founder (owner)**

- a) To designate a Chancellor who is approved by the Governing Body
- b) To appoint Members of the Governing Body based on their competence and expertise including a chairperson and a deputy chairperson. At least thirty per cent (30%) of members of the Governing Body must be females
- c) To appoint members of the Executive Organ upon request by the Governing Body of the institution. At least thirty percent (30%) of members of the Executive Organ must be female.

## **2.3 Role and responsibility of the Chancellor**

- 1- To preside over the academic year opening ceremonies, graduation ceremonies and awarding of other merit titles.
- 2- To attend other events or meetings if necessary

## **Three- Accountability, Appoitment and Role of Membership of SIAS Governing Baord**

### **3.1 Accountability of SIAS Governing Board**

Being a Specialised Institution as per Articles 66, 79, 99 and 100 of law No 010/2021 of 16/02/2021, SIAS is governed by a Governing Board, also called the 'Board of Directors', which have accountability (i.e. have both the authority and responsibility) to the following:

1. To define the nature and purpose of SIAS as an academic and research institution.
2. To give advice on the Higher Education policies and to monitor its implementation in conformity with the goals and purpose of SIAS as an academic institution.
3. To set up the internal rules, regulations, and policies of SIAS and support the quality assurance that ensures that these are fully implemented.
4. To appove the specific appellation of the organs described hereunder and titles of the members of the Executive Organ
5. To approve the vision of SIAS besides its strategic plan and action plan;
6. To support the implementation of the action plan;
7. To approve the SIAS internal rules and regulations;
8. To approve the annual draft budget, fee policy, financial strategy including loans, capital investments and finance raising ventures, bursaries and gifts; remuneration policy.
9. To assess the performance of SIAS and affiliated organs;
10. To approve the activity and financial report of the previous year and submit them to the Minister;

11. To select members of the Executive Organ for the Owner to approve, monitor their performance and apply corrective actions in case of non-performance;
12. To approve the appointment and revocation of deans of faculties
13. To approve the appointment, promotion and revocation of the teaching staff and researchers;
14. To adopt the decisions of Senate in respect of award of degrees, certificates of merit and other awards;
15. To approve collaborations that the institution will initiate with other higher learning institutions, research centres and other organs in general.
16. To approve the budget of SIAS, besides its annual financial and administrative report, based on the report of the Vice Chancellor, the internal auditor or of any other competent organ.
17. To support all the short-, or medium-, and long-term plans, besides their corresponding related budget.
18. To adopt the conclusions and decisions submitted by the SIAS Senate, including but not limited to the type of academic awards, recruitment, promotions, determination of salaries and allowances for lecturers and researchers of SIAS as well as penalties imposed on them when necessary
19. To adopt the decisions and conclusions of the Academic Senate and the Executive Organs (Chancellor & His Deputies).  
Executive Council related to the financial management, the assets and the personnel of the Institution.
20. To approve the fees and dues to be paid by students and the funds to be invested in general services of the Institution
21. To determine the students that are to benefit from study scholarships and prizes managed and awarded by the Institution
22. To approve loans, donations, subventions and legacy
23. To carry out any other activities aimed at enabling the Institution to accomplish its mission
24. To approve conventions that SIAS will sign with other higher learning institutions, research centres and other organs in general.
25. To determine the appointment and conditions of the Vice-Chancellor and his/her deputies.
26. To receive annual assurance on the equality and diversity impact of decisions made in the name of the SIAS.

### **3.2 Appointment of the SIAS Governing Board**

#### **3.2.1 Members of the Governing Board**

The Chair of the Governing Board shall be appointed by SIAS Founder, Institution as per Articles 98 of the law No 010/2021 of 16/02/2021, while the voting members of the board shall be:

1. The Chair of the Board
2. The members appointed by the Board of Trustees
3. The Chancellor.
4. The Vice-Chancellor.

5. The Deputy Vice Chancellors.
6. A representative of the Deans of Faculty elected by his/her colleagues.
7. Three persons whom are subject experts nominated by the Board of Trustees
8. Two student representatives (one male, one female), elected by the enrolled SIAS students.
9. One representative of the academic staff elected by SIAS faculty.
10. One representative of the support staff elected by SIAS Admin & Finance Staff.

Note- Appointments are to be gender sensitive.

### **3.2.2 Chair of the Governing Board**

The Chair of the governing board shall be appointed by the Owner for a period of four years, renewable and has the following responsibilities:

1. follow up the proper management of the Institution;
2. convene and preside over the meetings of the Council of the Institution
3. follow up the execution of resolutions and instructions of the Council
4. submit to the Minister the quarterly and annual report and action plan;
5. deputize for the Chancellor in case of his/her absence;
6. liaise closely with the Vice Chancellor to ensure the effective operation of the institution
7. perform any other duty that may be assigned to him/her by the Owner

### **3.2.3 Proceedings of the Governing Board**

The governing board normally meets two times each year in accordance with the Academic Calendar, with a minimum of 14 days' notice. Extraordinary meetings may be called by the Chair or by one-third of the members, giving two working days' notice. The quorum for decisions is two-thirds of the membership. In Ordinary meeting if the quorum is not attained, the meeting may continue but the decisions must be confirmed at the next meeting. The Chair has a casting vote in the event of tied votes on resolutions. There is no quorum at Extraordinary meetings.

The minutes of the Council are written by the Rapporteur and when approved by Council, signed by the Chair and the Rapporteur. Decisions of the Council shall bear the seal of the Institution.

The Council may set up ad-hoc or working groups to support its work, but the work of these groups will be approved by a full meeting of the Council.

A seat of a member of the Council shall fall vacant if:

- The holder resigns in writing to the Chair
- The holder becomes incapable of performing their duties due to illness or impairment affirmed by a medical doctor
- The holder has been sentenced to imprisonment for a term of six months or more

- The holder fails to attend three consecutive meetings of the Council without justifiable reason in writing to the Chair
- The holder dies
- The holder will be replaced in the same manner that the seat was filled originally, for the remaining period of the original appointment (except where the postholder had less than six months to serve).

### **3.3 Role of Governing Board Membership**

1. Members of the governing board are expected to attend physically or virtually when and where possible.
2. Members of the Board would adhere to the highest standards of academic and/or public life and will not use their position.
3. The Board meets at least two times each year in accordance with the Academic Calendar, with a minimum of 14 days notice. Extraordinary meetings may be called by the Chair or by one-third of the members, giving two working days notice.
4. The quorum for decisions is two-thirds of the governing board members. The Chair has a casting vote in the event of tied votes on resolutions.
5. The minutes of the Board are written by the Vice Chancellor and signed by the meeting chair and the Vice Chancellor.
6. Decisions of the Board will also be signed by the meeting chair and Vice Chancellor, and shall bear the seal of SIAS.
7. The Board may delegate any responsibility to a sub-committee appropriately configured to execute it.
8. The Board will approve the terms of reference, membership and Chair of the sub-committee. Such a subcommittee will report its business formally to each meeting of the Board.

## **Four- Accountability, Appoitment and Role of Membership of SIAS Senate**

### **4.1 Accountability of SIAS Senate**

The Senate of SIAS shall be the supreme organ responsible for SIAS academic affairs, research, projects, besides education, following the Articles 105 till 106 of law No 010/2021 of 16/02/2021,

. The following are main duties of the Senate:

1. To devise SIAS strategies, academic and research programmes and calendars and submit them to the governing board for approval before their implementation.
2. To devise programmes and strategies aimed at providing education that is proper to Rwandans.
3. To devise the academic regulations governing conditions for admission, behaviours, conditions for sitting examinations, and different academic awards (including honorary awards) conferred by the Institution and submit them to the Board of Directors for approval.
4. To make proposals for salaries, recruitment, staff development, and if need be, monitor and correct the behaviour of SIAS faculty.

5. To make proposals on the SIAS salaries and privileges according to academic and research personnel.
6. To direct and supervise academic, research and education activities in SIAS faculties, departments, and centres.
7. To make proposals on the establishment, splitting, removal or merging of faculties, specialised centres and departments and submit them to the governing board. Proposals will be in keeping with the nature and purpose of SIAS, and its Senate will ensure that resources are sufficient to deliver each part of the academic portfolio.
8. To make proposals on the splitting, merger or closure of an institution and forward them to the SIAS governing board.
9. To prepare an annual report on all SIAS activities related to academic affairs, research, projects and education and submit it to the governing board.
10. To assure the quality and standards of the awards of SIAS; it determines and monitors the quality assurance policy and procedures; approves the appointment of external examiners;
11. The Senate would approve SIAS procedures, monitor it, and review its programmes. For example, procedures for the assessment of students, award of qualifications and the monitoring of student conduct and complaints.
12. The Senate would approve SIAS annual faculty academic monitoring and action plans; receives reports at each meeting on the effectiveness of the implementation of each of the procedures.
13. The Senate would approve recommendations for honorary awards proposed
14. The Senate would carry out any other activity as may be assigned to it by the governing board.

The Senate may delegate any responsibility to a sub-committee appropriately configured to execute it. The Senate will approve the terms of reference, membership and Chair of the sub-committee. Such a subcommittee will report its business formally to each meeting of the Senate.

#### **4.2 The Senate Membership**

As per the Articles 105 of law No 010/2021 of 16/02/2021, the SIAS Senate membership will consist of the following:

1. The Vice-Chancellor (chair)
2. At least one Deputy Vice Chancellor Rectors (will be nominated Vice-Chancellor).
3. The Dean
4. Heads of Department, including those representing the Administration and Finance, and the Library
5. Two representatives for SIAS students
6. Two representatives for SIAS faculty
7. Elected members shall generally have a term of three years, renewable; however, student members will be elected every year.

Note- The Senate will meet every two months according to the Academic Calendar with a quorum of two-thirds of the membership (excluding vacant posts). It will review and approve its own terms of reference annually.

### **Five- Accountability of SIAS Vice Chancellor**

The Vice Chancellor (VC) is responsible for the daily SIAS management and coordination of academic activities, education, project, research and administration. Articles 96 of law No 010/2021 of 16/02/2021, the VC is appointed by the Board of Trustee for a period of four years, renewable once. The VC duties will be:

1. To implement the decisions of the SIAS governing board.
2. To ensure rational utilisation and management of the SIAS assets.
3. To represent SIAS at both national and international levels, or appoint someone that represents him/her.
4. To ensure the SIAS welfare, discipline and good behaviour of the students and staff.
5. To forward short- medium- and long-term SIAS budget proposals to the governing board for approval.
6. To submit to the SIAS governing board for approval and adoption of the annual action plan and budget.
7. To prepare the cooperation agreement proposals between SIAS and other organs and forward them to the governing board for approval.
8. To prepare the SIAS annual activity and financial reports and submit them to the governing board.
9. To appoint Deputy VC's to replace him/her when and where possible.
10. To carry out any other duties assigned by the SIAS Executive Council.

### **Six- Accountability of SIAS Executive Council**

The SIAS executive council is responsible for assuring the institution's financial and operational effectiveness and efficiency, and being advisory to the Vice Chancellor; as per Articles 102 till 104 of law No 010/2021 of 16/02/2021, the council is expected to:

1. Prepares advisory papers for the SIAS governing board, and implements the decisions of the Board.
2. Prepares and monitor the budget.
3. Monitors the implementation of the financial and administrative regulations; makes recommendations to the Board for changes to the regulations; receives annual assurance reports from the auditors on the implementation of the regulations.
4. Prepares and monitors the implementation of the annual operating plan; receives and approves faculty operating plans.
5. Considers issues of staff conduct and discipline.
6. Resolves all problems in relation to the operation of SIAS.

### **Seven- SIAS Executive Council and Senior Management Committee Membership**

The membership of the Executive Council and Senior Management Committee will include the following:

1. The Vice-chancellor (Chair)
2. The Deputy Vice Chancellor for Academic and Research.



3. The Deputy Vice Chancellor for Admin. and Finance.
4. The Dean
5. The registrar
6. Heads of Department, including those representing the Administration and Finance, and the Library
7. The Director of Student Affairs

Note - The Executive Council will meet monthly.

### **Eight- Accountability of Deputy Vice Chancellor (Academic & Research)**

- 1- To coordinate all activities related to SIAS academic and research programmes and disciplines of the institution;
- 2- To ensure that all the reporting and standards requirements of the HEC are met. In particular to develop and maintain the quality assurance processes which will evidence the standards of academic attainment, with a view to achieving a definitive operating license.
- 3- To coordinate all research activities and programmes, in case there is no Vice Chancellor specifically responsible for research;
- 4- To organise meetings of the Senate and to ensure the implementation of its decisions;
- 5- To replace the Vice Chancellor in case of absence or impediment;
- 6- To develop and maintain the values of the institution with exemplary quality and standards.
- 7- To carry out any other activity in relation to his or her duties as may be assigned to him or her by the Vice Chancellor.

### **Nine- Accountability of Deputy Vice Chancellor (Admin & Finance)**

- 1- Responsible for leading SIAS accounting & financial management
- 2- Ensure smooth administration of human resources and management of SIAS assets and liabilities.
- 3- Responsible for Management and Recruitment of both Academic and Admin. Staff as per the requirements of SIAS.
- 4- Lead the effort of preparing and communication monthly, quarterly and annual financial statements for SIAS
- 5- Acts as the key in preparing responding and implementing the internal and external auditors' recommendations.
- 6- Oversee the management of bank accounts, and accountancy procedures.
- 7- Ensure that procedures are adhered to in terms of contracts and payments.
- 8- Ensure budget management efficiently and effectively.
- 9- Performs other related duties as assigned by the Vice Chancellor.

## **Ten- Accountability of Dean of Socioeconomic Faculty**

SIAS have a dean who is recruited internally or/and external and appointed by the Vice Chancellor after the Council approval. The dean should be a PhD holder with a proven record of at least five years in academic leadership, with the following duties and responsibilities:

1. To provide to the SIAS Faculty academic leadership of all programs and infrastructure.
2. To participate in the development of the SIAS academic: vision, strategy, profile and reputation of the disciplines in the faculty.
3. To maintain and develop external links and academic relations that lead to the development of externally funded activities in research and teaching.
4. To plan the capacity of the Faculty in order to deliver its commitments to students and clients.
5. To advise the Deputy Vice Chancellors of issues arising and matters to be addressed;
6. To attend and actively participate in Senior Management Committee and Senate meetings;
7. To report faculty progress at meetings and for the annual report.
8. To make external and international contacts for research or consultancy to enhance the reputation of the Faculty and the furtherance of its mission
9. To convene and chair the faculty council.
10. To maintain full communication with the institution; liaising with administrative and support staff;
11. To assure the quality of provision in the Faculty.
12. Any other duties commensurate with the role as requested by the Deputy Vice Chancellor (Academic & Research), or the Vice Chancellor.

## **Eleven- Accountability and Membership of SIAS Faculty Council**

### **11.1 Accountability of SIAS Faculty Council**

SIAS and in reference to law and the HEC standards, have an established Faculty Council, which is responsible for assuring the academic, operational and financial health of the Faculty, and act as an advisor to the Dean. In the case of SIAS, being a small specialized private institute, the faculty council would act as the department council.

The SIAS Faculty Council is responsible for:

1. Reviewing the taught portfolio and proposing changes to be approved by Senate
2. Monitors the quality of all academic provisions within the Faculty, paying special regard to student attainment, employability and feedback.
3. Scrutinises and endorses proposals for minor changes to modules.
4. Scrutinises proposals for external examiners to be approved by Senate.
5. Monitors the research and knowledge transfer activities undertaken by staff, contracts awarded, and research outputs attained.
6. Confirms the operational arrangements for the Faculty, including the timetable, the exam schedule and examination arrangements.

7. Proposes to the Executive Committee the budget for the Faculty, and monitors performance against it.

SIAS Faculty Council is expected to meet four times per year, according to the Academic Calendar, but extraordinary meetings may be convened by the Chair or one-third of the members, giving five days' notice. The Faculty Councils will constitute Departmental governance structures when the size of the Faculty warrants a sub-structure.

### **11.2 Membership of SIAS Faculty Council**

All academic and support staff are considered to be members of the Faculty Council and there is one elected student representative per department. The Dean is the Chair of the Faculty Council and will appoint a Vice-Chair and Secretary.

## VERSION CONTROL

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## APPROVAL FORM

**Checked by:**

**Signature:**



**DR. Donya Ahmed**  
**Vice Chancellor**  
**Socioeconomic Institute for Advanced Studies**

**Approved by:**

**Signature:**



**DR. Mohamed Buhiji**  
**Founder & Chairman of the Board of Trustees**  
**Socioeconomic Institute for Advanced Studies**

