

# **University of Nairobi**

## **Centre for Human Rights and Peace**



### **WAY FORWARD SEMINAR and STRATEGIC PLAN REVIEW SESSION**

### **REPORT**

**Great Rift Valley Lodge, Naivasha**

**14<sup>th</sup> -19<sup>th</sup> February 2011**



*This report was drafted by Rose Adongo and Okumba Miruka for an activity implemented by the University of Nairobi Center for Human Rights and Peace (CHRP), in partnership with the Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI), and with the generous support of Sweden Sida. Statements by the authors' made herein are intended to reflect the proceedings of the event and should therefore not be attributed to RWI, CHRP or Sida.*

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## **Abbreviations**

CHSS:	College of Humanities and Social Sciences
PRS:	Philosophy and Religious Studies
CHRP:	Centre for Human Rights and Peace
RWI:	Raoul Wallenberg Institute of Human Rights and Humanitarian Law
UoN:	University of Nairobi
Sida:	Swedish International Development Cooperation Agency

## **INTRODUCTION**

This is a proceedings report of the follow-up seminar to the strategic planning workshop held in December 2010 for the Centre for Human Rights and Peace (CHRP) of the University of Nairobi (UoN). This seminar was held from 15<sup>th</sup> to 18<sup>th</sup> February 2011 at the Great Rift Valley Lodge in Naivasha. Nineteen (19) participants from various schools and departments were in attendance. The seminar was implemented in partnership with the Raoul Wallenberg Institute for Human Rights and Humanitarian law (RWI), sponsored by Sweden Sida, and facilitated by Consultant Okumba Miruka.

The objective of the seminar was to review, finalize and validate the strategic plan for CHRP defining the way forward between 2011 and 2013. Due to shortage of time, it was not possible to cover the planned training on the Logical Framework Approach; however, participants were issued with the relevant handouts.

## **OPENING SESSION**

Dr. J.B. Ndohvu, Programme Coordinator of CHRP, welcomed everyone and reminded participants that the Dean of the Faculty of Arts, Professor Enos Njeru has been integrally involved in the centre and remains very supportive. He acknowledged the presence of Margaret Wamuyu, the former Programme Manager, who recently returned to Kenya from a fellowship programme in the United States and welcomed her to share her experiences with the participants. He thanked RWI and Sida for sponsoring the seminar.

In her opening remarks, Geraldine Bjallerstedt, Head of RWI in Nairobi, observed that the objective behind the seminar was to review lessons learnt and way forward, and to eventually adopt the revised strategic plan. The plan would enable the centre to move forward strategically, as well as help the centre's partners and donors to better determine where and how they could assist the centre. She informed participants that RWI Nairobi was granted a six months no-cost extension by the Swedish International Development Cooperation Agency (Sida) during which time it hoped to help the push forward the centre's workplan, while developing a proposal for future activities with CHRP beyond 2011. Ms. Bjallerstedt acknowledged Sweden Sida for its sponsorship, and thanked CHRP members for its partnership and participation in the seminar.

On his part, Professor Douglas Waruta, the Chairman of the Department of Philosophy and Religious Studies (PRS), which hosts the CHRP office, expressed his gratitude for invitation to the seminar and conveyed the regards from the Dean, Faculty of Arts, Prof Enos Njeru, who could not attend the seminar due to another official assignment. He appreciated the commitment of the members of the centre and the collaboration among the various units. He observed that the multi-disciplinary approach adopted was a unique approach that had not been used before in many parts of the world. Noting that conventionally lawyers dominate the discourse on human rights, the programme of CHRP seeks to expand the horizons beyond law. He noted that the strategic plan would provide guidelines on where the centre wants to go. He thus encouraged participants to make history by ensuring that the plan was developed and implemented.

On human rights, he noted that the human spirit cries out for freedom, liberty and release. The venture being undertaken by CHRP seeks to facilitate the freedom of the spirit as human rights are at the heart of human dignity. In reflecting on human rights, he added, there is need to engage in critical theory i.e. why things are the way they are. A critical theorist uses existing theory to ask questions that have not been asked before. In this regard, CHRP should avoid ideological fixation because ideologies have certain limitations. In conclusion, he encouraged the centre to pursue balanced criticism and to produce innovative materials which would place it on the cutting edge of research on human rights and peace. He also encouraged participants to locate their discourse on the African canopy which has been obliterated to the extent that Africans lack a reference point and identity even as they embrace foreign ideas.



*Professor Waruta makes his opening remarks*

Dr J.B. Ndohvu gave a vote of thanks on behalf of the centre and the participants. He noted that the Chair has been with the centre right from the beginning and has shown unwavering commitment towards its growth. He has facilitated meetings between the centre, on the one hand with partners and the university administration, on the other. He is

always ready to join the centre's forums and provide the necessary advice. To his credit, PRS has already introduced a course on human rights.

## **SESSION ONE: REVIEW OF THE DRAFT STRATEGIC PLAN**

The draft strategic plan was distributed to all participants who were asked to go through it and provide feedback for improvement and finalisation based on content and form. The comments were noted by the consultant and used to revise the draft. They centred around:

1. Additional information to strengthen the content.
2. Linguistic editing for clarity and brevity.
3. Consolidation of similar content.
4. Institutional set-up e.g. the organogram and directorship of the centre. The Director should have the requisite academic qualifications, not be current chair of a department, be able to perform the tasks, and have fund raising abilities. A post of Deputy Director should be introduced to replace the Coordinator.

## **SESSION TWO: THE RESOURCE CENTRE**

Mr. Hudson Liyai, the university's Deputy Librarian, made a presentation on the Resource Centre covering the following points.

1. The centre started receiving documents in May 2010 after consultations with RWI in Nairobi and Lund. The University of Lund has offered to provide more materials.
2. In September 2010, the centre engaged a librarian to organise the material.
3. The centre has procured equipment including furniture, computers, printer, scanner and photocopier.
4. Relevant software for the centre's computers has been identified.
5. The challenges facing the centre are: physical space, shortage of staff and the yet to be finalised installation of ICT infrastructure.

In conclusion, he proposed that the centre should develop a policy on lending and iron out issues of hosting at PRS considering some opinions that the CHRP Resource Centre has technically swallowed up the department's library since it is housing materials from both the centre and the department.



*Mr. Liyai presenting on the Resource Centre.*

In reacting to the presentation, participants remarked that:

1. The centre has some very recent publications that stand to become outdated before they are used unless a user system is put in place urgently.
2. The participating units should propose materials that can be housed at the centre. Critical ones can be sourced from Lund upon request.
3. The centre can also order books through the College of Humanities and Social Sciences (CHSS) as well as various schools.

### **SESSION THREE: EQUITAS TRAINING AND WOODROW WILSON FELLOWSHIP**

Margaret Wamuyu, the former Programme Manager at CHRP, made a presentation on her two experiences. First was the training she attended at Equitas Canada. This training brought together 120 participants from Anglophone and Francophone countries. It was conducted using participatory methods. At the end of it, all alumni are expected to organise follow up training in their own countries. One such training was held in Kenya in 2010 and the next is planned for Kampala, Uganda, in 2012. The materials she acquired at the training were deposited with Dr. Ndohvu.

The second was a fellowship she attended at the Woodrow Wilson International Center for Scholars, Washington, DC, United States of America. This is a centre established in 1968. It is a very dynamic centre. She was based at the Africa Programme which has, however, not been giving many opportunities to African scholars but is beginning to do so now. The centre depends on inter-library lending due to its proximity with reputable libraries and universities. For additional information, see [www.wilsoncenter.org](http://www.wilsoncenter.org).

#### **SESSION FOUR: DRAFT COMMUNICATION STRATEGY**

The draft CHRP Communication Strategy was circulated and participants were given time to review the draft and provide feedback for its finalisation:

1. The purpose of the strategy should be clearly stated. This should include improving the centre's visibility and supporting the centre's programmes. In which case, it should be strongly anchored on the centre's programmes.
2. The format should be dramatically revamped to make it easy to read.
3. It should begin from the premise that communication is important for an organisation. In which case, it should state what CHRP is, the value of communication to CHRP, pitfalls of poor communication, target audiences and specific messages for these audiences in a language relevant to each. It should focus on what the centre wants to do and how it wants to do it.
4. The strategy must be linked to the strategic plan which it is supposed to market. The author should therefore read and be familiar with the strategic plan before developing the strategy.
5. The document should have clear and categorical strategies. It should also state what priority strategies should be used in the first year of operation to anchor the centre.
6. The author should reconsider whether including the methodology section adds value. The questionnaire used to gather information should not be part of the final document.
7. If most participants had not responded to the questionnaire, on what basis was the strategy developed?
8. The questionnaire used may not have addressed the critical issues to inform the strategy.
9. To gather information that would assist the development of the strategy, the consultant should consider face to face discussions with CHRP members.
10. The reworked communication strategy should include a strategy on publication.
11. The strategy should include how participating units can market the centre.
12. There should be draft terms of reference for the proposed Communications Manager.

13. Time lines must be included in the strategy.
14. The following members were proposed to work with the consultant to review the communication strategy: Patrick Maluki, Wairimu Gichohi, Jacinta Mwende, Wambui Kiai and Njeri Muhoro.

## **FOLLOW-UP ACTION POINTS**

The following action points arose from the seminar.

1. There is need to develop and apply a set of vetting criteria, terms of reference for members and responsibility allocation and monitoring system. A motivational system also needs to be put in place for participating entities.
2. CHRP needs to plan ahead towards acquisition of additional physical space, infrastructure and equipment.
3. CHRP needs to develop comprehensive criteria for the post of Director and Deputy Director.
4. CHRP needs to develop its statutes to guide the relationship among participating units.
5. Training on Human Rights and Peace should be organised to prepare the staff to deliver the courses. It should be facilitated by competent resource persons and provide adequate resource materials for reference.
6. The communication strategy should be re-worked based on discussions with members of CHRP. The following members were proposed to work with the consultant: Patrick Maluki, Wairimu Gichohi, Jacinta Mwende, Wambui Kiai and Njeri Muhoro.
7. Various committees have been established and the following members proposed:

	Committee	Proposed Members
A	Education & Training	<ul style="list-style-type: none"> <li>• Jennifer Muchiri (Chair), Njeri Muhoro (Assistant Chair), Patrick Maluki, Maloba Wekesa, Ben Mutsotso, Kimingichi Wabende &amp; Iribe Mwangi.</li> </ul>
B	Research & Publication.	<ul style="list-style-type: none"> <li>• Ben Mutsotso (Chair), Patrick Maluki (Assistant Chair), Jennifer Muchiri, Kimingichi Wabende, Iribe Mwangi, Karori Mbugua, E.W. Wahome, Wairimu Gichohi, Khamati Shilabukha, Jacinta Mwende &amp; Mumia Osaji.</li> </ul>
C	Links, Exchanges and Partnerships.	<ul style="list-style-type: none"> <li>• Iribe Mwangi (Chair), Wairimu Gichohi (Assistant Chair), Maloba Wekesa, Ben Mutsotso &amp; Alex Wanjala.</li> </ul>
D	Resource Centre.	<ul style="list-style-type: none"> <li>• Hudson Liyai (Chair), Jacinta Mwende (Assistant Chair), Amatsimbi Misigo &amp; Alex Wanjala.</li> </ul>
E	Institutional Development.	<ul style="list-style-type: none"> <li>• Karori Mbugua (Chair), Ephraim Wahome, (Assistant Chair), Alex Wanjala, Mumia Osaji, Njeri Muhoro &amp; Iribe Mwangi.</li> </ul>

## CLOSING REMARKS

In making the closing remarks, Dr. Wambui Kiai paid tribute to the founding members of CHRP and asked that efforts should be made to reunite them. She thanked Dr. Ndohvu for his resilience, Okumba Miruka for facilitating the seminar and RWI for sponsoring the process. She urged members to continue to be active and to assist Dr. Ndohvu in realising the centre. She concluded by suggesting that time has now come to constitute the CHRP Management Board.

## SEMINAR EVALUATION

A) Each participant was issued with a form to provide feedback on various aspects of the seminar. The feedback is summarised below. Figures indicate number of participants marking the specific grade.

	Rating scale	Very poor	Poor	Average	Good	Very Good	Additional Comments
	Questions	Number rating at each scale					
1	Great Rift Valley Lodge as the seminar venue (service, meals, bedrooms, conference room, e.t.c)	0	1	3	5	8	<ul style="list-style-type: none"> <li>Occasional lack of power and water in the rooms; no DSTV; hotel rooms lacked proper facilities for hosting a conference; lacks a gym, steam and sauna and the vast area between the cottages/villas to the 19th hole does not help.</li> <li>Out of town with few disturbances; good; amiable and friendly staff.</li> </ul>
2	Mr. Okumba Miruka as facilitator (as a trainer, substantive knowledge, communication skills, e.t.c.)	0	0	0	5	12	<ul style="list-style-type: none"> <li>Good knowledge of subject area; excellent communication skills; committed; generally a good trainer; easy to talk to and mingles freely with dons; tolerant and knowledgeable.</li> </ul>
3	Strategic planning review session i.e. topics, materials, pace and methodology )	0	0	0	11	6	<ul style="list-style-type: none"> <li>Participants became lazy.</li> <li>Relevant; participatory; informative and inclusive.</li> </ul>
4	Overall usefulness/ relevance of material learned	0	0	0	6	11	<ul style="list-style-type: none"> <li>Very useful.</li> </ul>

B) Summary Quote on the Experience

- Fruitful/productive
- Great
- It was good but lacked sufficient energising sessions in between.
- The period was short for all the listed work
- Enriching and well delivered
- Teamwork is enriching
- Tedious but productive
- Beneficial and worth attending
- Good synergy and focus
- Great place, great discourse
- Fulfilling
- A useful step in the development of CHRP's programmes
- Home away from home

C) In total there were six female and eleven male respondents

## ANNEX ONE: LIST OF PARTICIPANTS

	NAME	SCHOOL/ DEPARTMENT	PHONE	E-MAIL
1	Njeri Muhoro	UoN PRESS	0722405270	<a href="mailto:nmuhoro@uonbi.ac.ke">nmuhoro@uonbi.ac.ke</a>
2	Hudson A. Liyai	UoN Library	0722485756	<a href="mailto:hudson.liyai@uonbi.ac.ke">hudson.liyai@uonbi.ac.ke</a>
3	Patrick Maluki	IDIS	0722626286	<a href="mailto:Patrick.Maluki@gmail.com">Patrick.Maluki@gmail.com</a>
4	Jennifer Muchiri	<i>affiliated with CHRP</i>	0722631550	<a href="mailto:jennifer.muchiri@salomax.co.ke">jennifer.muchiri@salomax.co.ke</a>
5	Khamati Shilabukha	IAGAS	0722850828	Abluhati@yahoo.com
6	Wairimu M Gichohi	SOJ	0750505078	<a href="mailto:wagich@yahoo.com">wagich@yahoo.com</a>
7	Beneah Mutsotso	Sociology	0722833012	<a href="mailto:bmutsotso@yahoo.com">bmutsotso@yahoo.com</a>
8	Margaret Wamuyu	<i>affiliated with CHRP</i>	0722885439	wamuyum@yahoo.com
9	Maloba Wekesa	Linguistics	0722737648	<a href="mailto:mwekesa@uonbi.ac.ke">mwekesa@uonbi.ac.ke</a>
10	Kimingichi Wabende	Literature	0722807824	<a href="mailto:kwabende@uonbi.ac.ke">kwabende@uonbi.ac.ke</a>
11	Mumia Osaji	Literature	0722750268	<a href="mailto:osaaji@uonbi.ac.ke">osaaji@uonbi.ac.ke</a>
12	J.B. Ndohvu Prg Coordinator	Philosophy	0721638000	<a href="mailto:jbndohvu@yahoo.com">jbndohvu@yahoo.com</a>
13	Alex N Wanjala	Literature	0721560043	nelungo@uonbi.ac.ke
14	Karori Mbugua	PRS	0721652984	Karori.mbugua.uonbi
15	Jacinta Mwende	Philosophy	0722885439	<a href="mailto:mwendejacinta@yahoo.com">mwendejacinta@yahoo.com</a>
16	Ephraim W Wahome	History	0721354131	ewahome@hotmail
17	Prof D.Waruta Chair	PRS		
18	Wambui Kiai	SOJ MC	0733734318	<a href="mailto:wkiai@uabi.com">wkiai@uabi.com</a>
19	Misigo Amatsimbi	History	0722774485	<a href="mailto:hawisia@yahoo.com">hawisia@yahoo.com</a>
20	Geraldine Bjallerstedt	RWI	0734606696	<a href="mailto:Geraldine.Bjallerstedt@rwi.lu.se">Geraldine.Bjallerstedt@rwi.lu.se</a>
21	Okumba Miruka, Consultant	Facilitator	0722809094	<a href="mailto:Okumba@hotmail.com">Okumba@hotmail.com</a>
22	Rose Adongo	Rapporteur	0721913151	<a href="mailto:r.adongo@yahoo.com">r.adongo@yahoo.com</a>

## ANNEX TWO: SEMINAR PROGRAMME

### TUESDAY FEBRUARY 15, 2011

Time	Focus
9.00 am	Climate Setting <ul style="list-style-type: none"><li>• Introductions</li><li>• Housekeeping</li><li>• Opening Remarks by RWI &amp; CHRP</li></ul>
10.00 am	<ul style="list-style-type: none"><li>• Overview of Draft Strategic Plan</li></ul>
<b>10.30 am</b>	<b>Break</b>
11.00 am	<ul style="list-style-type: none"><li>• Review of Introduction</li></ul>
<b>1.00 pm</b>	<b>Lunch</b>
2.00 pm	<ul style="list-style-type: none"><li>• Review of Environmental Scan</li></ul>
3.30 pm	<b>Break</b>
4.00 pm	<ul style="list-style-type: none"><li>• Review of Environmental Scan</li></ul>
5.30	<ul style="list-style-type: none"><li>• End of Day</li></ul>

### WEDNESDAY FEBRUARY 16, 2011

Time	Focus
8.30 am	<ul style="list-style-type: none"><li>• Review of Environmental Scan</li></ul>
<b>10.30 am</b>	<b>Break</b>
11.00 am	<ul style="list-style-type: none"><li>• Review of SWOT</li></ul>
<b>1.00 pm</b>	<b>Lunch</b>
2.00 pm	<ul style="list-style-type: none"><li>• Review of Academic Programmes and Institutional Development</li></ul>
<b>3.30</b>	<b>Break</b>
4.00 pm	<ul style="list-style-type: none"><li>• Review of Organisational Chart</li></ul>
5.30 pm	<ul style="list-style-type: none"><li>• End of Day</li></ul>

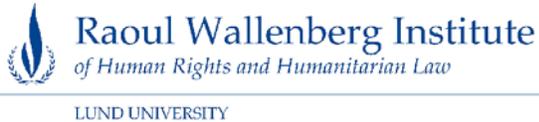
**THURSDAY FEBRUARY 17, 2011**

<b>Time</b>	<b>Focus</b>
8.30 am	<ul style="list-style-type: none"><li>• Review of Logical Frameworks</li></ul>
<b>10.30 am</b>	<b>Break</b>
11.00 am	<ul style="list-style-type: none"><li>• Review of Logical Frameworks</li></ul>
<b>1.00 pm</b>	<b>Lunch</b>
2.00 pm	<ul style="list-style-type: none"><li>• Review of Logical Frameworks</li></ul>
<b>3.30</b>	<b>Break</b>
4.00 pm	<ul style="list-style-type: none"><li>• Library Presentation</li><li>• Presentation on Equitas Training and Wilson Fellowship</li></ul>
5.45 pm	<ul style="list-style-type: none"><li>• End of Day/Cocktail</li></ul>

**FRIDAY FEBRUARY 18, 2011**

<b>Time</b>	<b>Focus</b>
8.30 am	<ul style="list-style-type: none"><li>• Review of Operational Plan</li><li>• Adoption of Strategic Plan</li></ul>
<b>10.30 am</b>	<b>Break</b>
11.00 am	<ul style="list-style-type: none"><li>• Review of Communication Strategy</li><li>• Seminar Evaluation</li></ul>
<b>1.00 pm</b>	<b>Lunch</b>
2.00 pm	<ul style="list-style-type: none"><li>• Departure</li></ul>

## ANNEX THREE: PARTNER and SPONSOR



The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) was founded in 1984 and is an independent academic institution situated in Lund, Sweden. The Institute is named after Raoul Wallenberg, a Swedish diplomat, to pay homage to his courageous

humanitarian work in Hungary during the end of the Second World War. The mission of the Raoul Wallenberg Institute is to promote universal respect for human rights and humanitarian law, by means of research, academic education, dissemination and institutional development. The vision is to be a Centre of Excellence, meeting the highest international standards in all its areas of operation. Since the early 1990s and with generous financial support from Sida, the Raoul Wallenberg Institute has helped arranged human rights training programmes for professionals and offers institutional support to a wide range of institutions globally. Raoul Wallenberg Institute co-publishes a variety of human rights literature, and has a Masters programme on human rights in cooperation with Lund University in Sweden. For additional information please see [www.rwi.lu.se](http://www.rwi.lu.se)

### Swedish International Development Cooperation Agency

The Swedish International Development Cooperation Agency (Sida) is the government agency with the task of planning and administrating Sweden's bilateral cooperation with developing countries. The aim of Sida is to provide effective and sustainable development assistance in a changing world, which requires flexible methods based on a holistic and cooperative approach. Sida's activities are based on the assumption that the recipient countries wish to bring about changes and are willing to invest their own resources to achieve these changes. The major part of the development assistance is allocated to some 20 partner countries where long term assistance is implemented. Enhancing regional cooperation in the area of human rights and democracy among the countries in East Africa constitutes a main priority for Sida in its development cooperation activities in the region. For additional details visit [www.sida.se](http://www.sida.se)

