



Strategic Plan

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UNIVERSITY OF NAIROBI
CENTRE FOR ADVANCED STUDIES IN
ENVIRONMENTAL LAW AND POLICY

(CASELAP)

STRATEGIC PLAN

2013 - 2018

29th May 2013

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Preface

This Strategic Plan is for the period 2013 – 2018. It is informed by the critical changes that have either occurred or are expected to occur in the internal and external environments of the CASELAP.

This plan was developed after a review of various policy and strategy documents of the University, College of Humanities and Social Sciences, and Government of Kenya. The process was guided by government sector specific standards documents and sector performance standards that streamlined approach to performance contracting for public sector institutions. The pertinent documents include the Kenya Vision 2030, the Constitution of Kenya 2010, the Universities Act 2012, the University of Nairobi Strategic Plan 2013-2018, the University of Nairobi Charter, and the CHSS Strategic Plan 2013-2018. Having aligned the plan to these documents, it was presented and discussed at CASELAP Academic Board.

The plan has nine sections: introduction; background; mandate; philosophical framework; structure of governance; strategic analysis; objectives and strategies; implementation plan; and monitoring and evaluation plan.

Foreword

This is the first Strategic Plan for CASELAP and is in tandem with the University and College of Humanities and Social Science Strategic plans for 2013-2018.



The Strategic Plan addresses emerging challenges, changes and new opportunities. It is also aligned to Kenya Vision 2030, the Constitution of Kenya 2010, and the Universities Act 2012. Key aspects it addresses include of quality of programmes, institutional linkages, corporate linkages, student mentorship, contribution to knowledge development and innovations, and how to enhance visibility and competitiveness of CASELAP.

It is a document that CASELAP will adhere to in order to achieve its vision as a global centre of excellence in knowledge generation and dissemination, and capacity building in environmental governance.

Professor Nicholas O. Oguge

Director

ACRONYMS AND ABBREVIATIONS

ASSELAU	Association of Environmental Law Lecturers in African Universities
BPS	Board of Postgraduate Studies
CASELAP	Centre for Advanced Studies in Environmental Law & Policy
CHSS	College of Humanities & Social Sciences
CIPL	Centre for International Programmes & Links
DPEC	Development, Planning & Establishment Committee
HABITAT	United nations Human Settlement
ICT	Information, Communication Technology
IDS	Institute for Development Studies
IUCN	International Union for the Conservation of Nature and Natural Resources
LSK	Law Society of Kenya
MD	Managing Director
NEMA	National Environment Management Authority
NIC	National & International Collaboration
PhD	Doctor of Philosophy
SWOT	Strengths, Weaknesses, Opportunities & Threats
UNEP	United Nations Environment Programme



1.0 INTRODUCTION

The Centre for Advanced Studies in Environmental Law & Policy (CASELAP) is a unique unit of the University of Nairobi that undertakes capacity building in environmental governance. A committee of the University Council suggested its creation on 10th July 2002 by identifying a special niche in environmental management. The committee recognized that existing programmes in environmental studies in national public universities lacked intensity and focus on environmental governance as expressed in environmental policy, law and diplomacy.

On 20th September 2007, the Governing Council of the University of Nairobi approved statute provisions establishing CASELAP as a Faculty-level unit of the University.

2.0 BACKGROUND AND CONTEXT

Following the landmark United Nations Conference on the Human Environment at Stockholm in June 1972, most African Countries brought environment into their governance agenda and have shown interest in the development and implementation of environmental law and policy. This trend was given further momentum and philosophical force by yet another international epoch setting event, the United Nations Conference on Environment and Development, held in Rio de Janeiro, June 1992. This second global conference on environment established the principle that the incorporation of environmental issues and values into national development planning and management schemes is essential to the attainment of sustainable development. Most African countries, including Kenya have embraced this principle, as evidenced by successive national development plans and legislation since 1993. These trends in conceptual and policy domains, in environment and development, were eventually buttressed by Johannesburg Plan of Implementation of 2002, and which, once more has been subscribed to by Kenya.

Environment may be defined as the totality of nature and natural resources as well as the composite context within which they exist, operate and interact, and includes the infrastructure constructed to support socio-economic activities. Specific natural resource sectors such as water, minerals, forests, fisheries, land, air, national monuments and the general flora and fauna are, as such, components of the environment as are human settlements and transportation infrastructure. Thus, the environment includes the capital base from which all production for social and economic development in Africa takes place. By the same token, environment is the medium into which tile wastes from the social and economic production processes are frequently discharged, with the accompanying deleterious consequences. The various consumptive uses of the sectoral resources and the negative impacts of wastes discharged, if not properly regulated, will inevitably threaten the threshold of sustainability in the use of such natural resources for promotion of development needs of the present and future generations. History of environmental management has established that abundance of scientific evidence of sources and impact of environmental degradation does not, of itself, lead to change of behaviour and a halt to anthropogenic environmental degradation. Legal and policy arrangements, with proper institutional frameworks, must be created and operated by properly trained experts if intra- and inter-generational equity is to be realized. The process is complete only when properly trained experts carry out enforcement and implementation of such a system.

It is now well accepted in the case of Africa that an effective mobilization of national and transnational resources is essential to the continent's sustainable social and economic development. It is also recognised that in order to attain this goal, sound natural resource management is essential. The recognition has led to the formulation of varied laws on the environment, often with



the support of donor countries and agencies, in many African countries.

It is important that the CASELAP initiative to focus on and intensify advanced studies in environmental law and policy, while mainstreaming the two in the general postgraduate programmes, is unique and without parallel in Africa. For such reasons, this programme will attract students from other countries who are seeking opportunities for advanced studies in environmental law and policy. CASELAP will welcome opportunities to help with capacity development in other African countries.

Good governance in these technical fields require advanced studies and training which ensures a critical mass of expertise in each country, including Kenya. Without that scope of capacity there will be inadequate or poorly designed laws, leading to flawed implementation, with the result that the natural resources, which form the basis for development in Africa, will be endangered and sustainable development put in jeopardy.

Shortage of expertise and institutional capacity is prevalent at the levels of legislation, implementation, institutional design and expertise. Hence, the need to create a critical mass of environmental governance experts in Africa, and Kenya that is famed for its rich diversity of natural resources. Thus, as a centre of excellence in teaching and research in environmental law and policy, CASELAP is an example to other African countries.

The establishment of National Environment Management Authority (NEMA) provided an opportunity for universities to contribute significantly to the creation of a critical mass of experts. Such expertise is also required for government institutions, private sector and civil society organization. Moreover those who are already in management positions in these institutions will often need further training and refresher courses and continuing education to keep them at the cutting edge of knowledge.

These were the reasons for setting up a center committed to excellence in environmental governance.

3.0 MANDATE OF CASELAP

The mandate of CASELAP encompass the following:

- a. To provide leadership in teaching, research and outreach of environmental law, policy and diplomacy.
- b. To contribute to development of environmental law, policy and diplomacy at national, regional and international levels.
- c. To establish opportunities for capacity development in teaching, research and support functions.
- d. To participate in commercial ventures and activities related to the core functions of the University including consultancy services.
- e. To develop mechanisms for securing and managing financial resources to promote sustainable environmental management.
- f. To develop a specialized state-of-the-art library and information technology centre for promotion and support of quality teaching, research and dissemination of knowledge.

4.0 PHILOSOPHICAL FRAMEWORK

4.1 Vision

To be a world class Centre of Excellence in capacity building, research, teaching and outreach in environmental governance.



4.2 Mission

To provide postgraduate education for advanced interdisciplinary research, teaching and outreach in environmental law, policy and diplomacy.

4.3 Core Values

- a. Scholarly excellence and integrity
- b. Interdisciplinary learning and practice
- c. Freedom of thought and expression
- d. Innovativeness and creativity
- e. Teamwork
- f. Quality customer service
- g. Responsible citizenship

5.0 STRUCTURE OF GOVERNANCE

CASELAP is a unique unit of the University operating at the level of a faculty. Its primary function is to develop programmes of postgraduate teaching, research and outreach in environmental law, policy and diplomacy in order to promote scholarship and practice in environmental governance.

Its chief executive officer is a Director appointed by the Vice Chancellor on recommendation of the Principal, College of Humanities & Social Sciences (CHSS). The core academic staff is full time members occupying established positions. It will also have visiting, adjunct and associate staff from time to time. CASELAP will have its academic staff appointed gradually so that the established positions are fully occupied at the end of the fifth year of this strategic plan.

CASELAP has innovative curriculum and plans to develop an exemplary library and electronic data base and research programmes. During the period of this plan, CASELAP will organize several conferences and short courses in environmental governance. It will also take advantage of the diverse organizations in Nairobi, with their transiting guests to organize diverse public and distinguished lectures.

The overall governance of CASELAP is under a Board that consist of the Director appointed by the Vice Chancellor; all fulltime members of academic staff occupying established positions; Deans/Directors of the School of Law, Institute for Development Studies, School of Biological Sciences, School of the Built Environment, Faculty of Agriculture, School of engineering, School of Economics, Population Studies and Research Institute; Chairmen of the Departments of Geography and Environmental Studies, Public Health, Pharmacology and toxicology and the department of Community Health; such other members, not exceeding five (5) in number and not being members of full time academic staff of the University, appointed by the Senate; the College Librarian; two representatives of students registered at CASELAP and the CASELAP administrator. As a unit in the University, the Director of CASELAP will be responsible to the Principal, CHSS.

CASELAP has created positions of Coordinators for specific activities as:

- Teaching Programmes
- Research and Institutional Linkages
- Students Affairs
- Corporate Affairs
- Resource Centre and Quality Assurance
- Short Course Programmes
- Infrastructure Development, and
- Human Resource Development.



6.0 STRATEGIC ANALYSIS

6.1 Introduction

Strategic analysis entails a review of the institutional **strengths** which CASELAP can take advantage of in pursuing its objectives. At the same time it entails a review of inherent **weaknesses** or circumstances that pose **challenges** to initiatives towards our objectives. It is presumed that against all weaknesses or challenges there are **opportunities**, which we can be taken advantage of, to promote institutional objectives. Finally, the analysis should, albeit schematically, outline the **threats** against the overall objectives. Simply put, this is the SWOT analysis, which is schematically presented-below.

6.2 STRENGTHS

- a. Highly qualified faculty to teach Environmental Law and Policy.
- b. Senate approved programmes in Environmental Policy and Environmental Law.
- c. High demand for postgraduate training in environmental law, policy and diplomacy.
- d. High demand for short professional courses in environmental governance.
- e. Continued support from the University management.
- f. Established competence to organize academic activities in environmental governance.
- g. Global credibility and confidence in CASELAP faculty.
- h. Established experience in judicial training.
- i. Established experience in organizing environmental law training for civil society including lawyers, manufacturers and bankers.
- j. A select collection of book donation in Environmental Law, Policy and Diplomacy.
- k. The University has allocated 1.15 acres of land for development of physical facilities.
- l. Building plans have been prepared awaiting University's financial allocation for building.
- m. Environmental Law and Policy Trust has been established by sympathetic eminent persons who are prepared to mobilize funds from diverse sources, initially for CASELAP building then for innovative operations.
- n. Origins of CASELAP were in University Council. The Council allocated 15 Million towards starting off the building and is expected authorize financial support in the coming years for recurrent expenses.
- o. Located in Nairobi the headquarters of UNEP and UNHABITAT that are global bodies in Environmental law, Policy and Diplomacy.

6.3 WEAKNESSES

- a. Limited physical accommodation
- b. Inadequate scholarship to support students
- c. Inadequate financial resources to run a centre of excellence.
- d. Limited telecommunication facilities and unreliable ICT infrastructure.
- e. Inadequate space to set up the resource centre.

6.4 OPPORTUNITIES

- a. The constitutional reform process has provided opportunities for technical support by CASELAP faculty and students.



- b. Growing public and private interest in environmental matters.
- c. The University Management perceives CASELAP as important to addressing national, regional and global environmental governance issues.
- d. There is global goodwill and support to CASELAP for collaboration in capacity building and research.
- e. Effective contact and rapport with the Judiciary to provide leadership and training in environmental law.
- f. Good will from UNEP for collaboration and in research and training which has already sponsored two conferences hosted by CASELAP.
- g. CASELAP has been identified as a pioneer centre for institutionalization of contacts and activities for environmental law professors in Africa.
- h. Stakeholders have interest in attending short courses and workshops in environmental law, policy and diplomacy.
- i. There is goodwill and collaboration within the University.

6.5 THREATS

- a. Slow decision-making and procurement procedures in the University.
- b. Poor communication facilities hamper networking within and outside the University.
- c. Tendency of the University to focus more attention on teaching at undergraduate level.
- d. Poor incentive regime for academic staff discourages recruitment and concentration in scholarship.
- e. Competition from other centres and institutions developing similar programmes.
- f. Inadequate allocation of funds may prevent purchase of books and subscription to journals.
- g. Limited access to research funds.
- h. Global economic downturn will impact on donations and collaboration.

7.0 OBJECTIVES AND STRATEGIES

Introduction

The SWOT analysis above presents the caveats to be borne in mind as we plan pursuit of the objectives of CASELAP for the next five years. The objectives are derived from CASELAP proposal, albeit not necessarily verbatim, which was approved by Council of the University of Nairobi and entrenched in the statutes. They are, therefore, at the core of the concept of the Centre. Their successful implementation, to reasonable degrees, will determine the success of the overall programme at the end of the planning cycle. Although in most cases an assumption is stated, there is general and basic assumptions that are worth mentioning at the time of this writing, namely that a building for CASELAP ought to be erected urgently since accommodation is at present, is in a temporary space within the Law School.

Each objective as a programme or project area will be further broken down into sets of strategies or activities, where that is applicable. For this formative plan period it is prudent to select key objectives that will fortify the future of CASELAP. It is with the activities constituting strategies, that the performance targets will be outlined in the logical framework to be annexed to this plan.

OBJECTIVE 1

To develop and revise curricula for courses of study in environmental law, environmental



policy and environmental diplomacy.

Strategies /Activities

- a. Prepare requisite curricula for Environmental Law, Policy and Diplomacy and have them processed to approval as required.
- b. Undertake periodic revisions of approved curricula
- c. To develop market-driven curricula for short courses in environmental governance.
- d. Initiate and maintain programmes of collaboration with universities and institutes.
- e. Appoint Coordinator of Teaching Programmes.

OBJECTIVE 2

To conduct teaching, examinations and supervision of students pursuing environmental law, policy and diplomacy

Strategies /Activities

- a. Marketing the programmes in CASELAP website, Print Media, Exhibition and outreach activities, linkages with relevant bodies, e.g. NEMA, Ministries, etc.
- b. Receive certified copies of applications from prospective students and recommend qualified applicants for admission.
- c. Teach and administer examinations for courses in environmental law, policy and diplomacy
- d. Provide supervision and target completion of Masters and PhD students within two and three years respectively

OBJECTIVE 3

To establish a culture of scholarly research and dissemination of knowledge in environmental law, policy and diplomacy.

Strategies /Activities

- a. Develop multidisciplinary proposals for funding in environmental governance.
- b. Develop collaborative research with local and international institutions and researchers.
- c. Provide opportunities for eminent scholars and other professionals to conduct public lectures.
- d. Encourage faculty to publish peer-reviewed articles.
- e. Encourage faculty to co-publish with students in a mentorship programme.
- f. Develop an Internet based research dissemination portal.
- g. Establish the position of Coordinator for Research and Institutional Linkages.

OBJECTIVE 4



To engage local, regional and global stakeholders in matters of environmental governance.

Strategies /Activities

- a. Establish result-oriented collaborative linkages with local civil society and professional organizations.
- b. Undertake purposive collaborations with national institutions in developing policies and regulations.
- c. Organize scholars in Africa to create a network of learned societies in environmental governance.
- d. Engage with bilateral and multilateral partners to support capacity development in environmental governance.
- e. Build outbound and inbound links in CASELAP website for collaborators and development partners
- f. Establish positions of Coordinators for corporate affairs, and short courses and visibility.

OBJECTIVE 5

To establish opportunities for appointments for teaching, research and support functions

Strategies /Activities

- a. Prepare draft establishment for staffing of CASELAP and seek approval from the Development, Planning & Establishment Committee (DPEC) of the University.
- b. Advertise for positions of Professors, Associate Professors, Senior Lecturers and Lecturers.
- c. Advertise for position of CASELAP administrator and those of support staff.
- d. Recruit quality teaching staff locally and globally.
- e. Recruit quality administrative and support staff
- f. Establish a staff development programme

OBJECTIVE 6

To organize and manage sustainable financial arrangements.

Strategies /Activities

- a. Prepare CASELAP annual budget and forward to College Management Board for allocation of funds.
- b. Establish consultancy services and conduct short courses in environmental governance to raise revenue for the Centre.
- c. Solicit funds for organizing key activities through ad-hoc initiatives and memoranda of understanding.

Establish the position of Coordinator of Corporate Affairs.



Strategies /Activities

- a. Complete processing and bar coding of books already received;
- b. Acquire appropriate Library space;
- c. Inform all units of the University of the content and purpose of the library;
- d. Solicit book donations and subscribe to electronic publications;
- e. Submit annual budgetary request to the University-to purchase high demand books;
- f. Procure and install ICT to support research, teaching and outreach.

8.0 IMPLEMENTATION PLAN

Strategic Objective 1					
To Develop and revise curricula for courses of study in environmental law, policy and diplomacy					
Expected Output	Performance indicators	Baseline	Targets	Time frame	
Performance indicators					
Targets					
Time Frame					
Responsibility					
Assumptions					
Curriculum development approval and revision	Curriculum for PhD in Environmental Law prepared and approved.	50%	100%	2013	2014
	Curriculum for Environmental Diplomacy for MA prepared	20%			



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	and approved.		100 %	2014/2015
	Curriculum review for Environmental Policy (MA , PhD) and Environmental law (MA).	0%	100 %	2011 /2012
Curricula development and mounting for short courses in environmental governance	Environmental Impact Assessment and Audit, Corporate Environmental Governance, Environmental Liability, Economics of Environmental Governance, Strategic Environmental Assessment	30%	70%	2014-2015
Collaboration with universities and institutes	Collaboration with other universities & institutes established and maintained	3	At least 1 every 2 years	w.e.f. 2013
Appoint coordinator of Teaching programmes	Coordinator of Teaching Programmes assigned	100%	100%	2012 2013

Strategic Objective 2:				
To conduct teaching, examination and supervision of students pursuing environmental law, policy				
Expected Output	Performance indicators	Baseline	Targets	Time frame
Performance indicators Targets Time Frame Responsibility Assumptions				
Trained, examined and qualified postgraduates within stipulated time frame	Marketing and advertisement in print media, website, brochures, exhibitions.	30%	100%	w.e.f. 2013/2014



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	Admission	PhD Policy -9 MA. Policy -12 MA. Law-14	10% growth per year	w.e.f	2013/2014
	Teaching & Examinations	100%	100%	2013/2014	
	Second year students supervised and complete in time.	0%	50% of second year students	w.e.f	2013/2014
	Graduation	0%	50%	2013/2014	

Strategic Objective 3:					
To establish a culture of scholarly research and dissemination of knowledge in environmental law					
Expected Output	Performance indicators	Baseline	Targets	Time	frame
Performance indicators Targets Time Frame Responsibility Assumptions					
Multidisciplinary research proposals, collaboration and dissemination..	Multidisciplinary research proposals developed to seek for funding	0%	1 every year	2013	2018
	Collaborative research carried out with selected institutions nad researchers	6	3 per year	2013	2018



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	Public and distinguished lectures by eminent scholars and experts	0	3 per year	2013-2018	
	Peer reviewed publications	?	10 per year	2013-2018	
	Students co-publishing with faculty	1	10 per year	2013-2018	
	Web based dissemination	0	20 per year with projected growth of 10% per year	w. e. f 2013-20	
Coordinator research and Institutional Linkages; Coordinator Short Course Programmes and Visibility	Coordinator research and Institutional Linkages; and Coordinator Short Course Programmes and Visibility assigned	100%	100%	2013/2018	

Strategic Objective 4

To engage local, regional and global stakeholders in matters of environmental governance.



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Expected Output	Performance indicators	Baseline	Targets	Time frame	
Performance i ndicators Targets Time Frame Responsibility Assumptions					
Targeted collaboration established with civil society professional organizations, international institutions.	Collaborative supportive framework & linkages with local civil society	1	at least 1 every year	2013-2018	
	Linkages with professional organizations for periodic activities	1	1 every year	2013-2018	
	Linkages with bilateral and multilateral partners for capacity development and consultancies	1	1 every year	2013-2018	
	create a network of african scholars in environmental governance	1	1 every year	2013-2018	
	Build outbound and inbound links on CASELAP website with collaborators and development partners	?		5 back links built annually	2013-2018
	Coordinator Corporate Affairs, assigned.	100%		100%	2013-2018

Strategic Objective 5



To establish opportunities for appointment for teaching, research and support functions.

Expected Output Performance i ndicators Targets Time Frame Responsibility Assumptions	Performance indicators	Baseline	Targets	Time frame	
Staff are appointed and on post	Establishment prepared and approved.	30%	100%	2013/2014	
	Academic staff positions advertised	3	At least 1 a year	2014	2018
	Quality teaching staff recruited	10	100%	2013	2018
	CASELAP administrator and support staff recruited	2	100%	2013	2018
	Staff development programmes put in place	0%	100%	2013	2014
Coordinator Human Resource Development	Coordinator Human Resource Development assigned	100%	100%	2013	2014



Strategic Objective 6

To organize and manage sustainable financial arrangements.

Expected Output Performance i ndicators Targets Time Frame Respo nsibility Assumptions	Performance indicators	Baseline	Targets	Time	frame
Strong financial base to support core activities of CASELAP	CASELAP budget prepared, funds allocated by Council.	100%	100%	w.e.f.	2013/2018 financial year
	University guide lines for consultancy services adopted	100%	100%	2013-2018	2018
	Number of consultancy services engaged in	1	At least 1 per year	2013-2018	2018
	Innitiate shortterm training courses for selected groups of professionals	0	6	2013-2018	2018
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**Strategic Objective 7**

To develop a specialized state-of-the-art library and information technology centre for promotion teaching, research and dissemination of knowledge.

Expected Output	Performance indicators	Baseline	Targets	Time	frame
Performance i ndicators Targets Time Frame Respo nsibility Assumptions					
Specialized library and documentation/IT Centre established	Receive book donations	?	10% growth	2013-2018	
	Bar coding of books completed in time	30%	100%	2014-2015	
	Library space allocated	0%	100%	2013-2014	
	Inform all units of the University of the content and purpose of the library	0	100%	2013-2014	
	Book acquisition list prepared and budgetary request submitted.	50%	100%	2013-2014	
	subscribe to electronic publications	50%	75%	2013-2014	



	Procure and install ICT to support research, teaching and outreach.	20%	75%	2013-2014
Coordinator Resource Centre	Coordinator Resource Centre assigned	100%	100%	2013-2014

9.0 MONITORING AND EVALUATION

CASELAP will facilitate monitoring of its activities by the Principal of the College of Humanities and Social Sciences and the Vice Chancellor. Because of its faculty status, it will enjoy adequate linkages with key organs of the University including Senate.

A formal quarterly reporting according to performance targets is in force throughout the University. The University will cascade the overall performance targets to CASELAP and mainstream some of the unique performance indicators of CASELAP into the main strategic plan of the University in years to come. The University Strategic Plan will be adhered to.

Source URL: <http://caselap.uonbi.ac.ke/node/2522>

Links:

- [1] http://facebook.com/sharer.php?u=http://caselap.uonbi.ac.ke/node/2522&utm_source=facebook.com&utm_medium=share&utm_campaign=http://caselap.uonbi.ac.ke/node/2522
- [2] <http://twitter.com/intent/tweet?text=Strategic+Plan&url=http://caselap.uonbi.ac.ke/node/2522>
- [3] <https://plus.google.com/share?url=http://caselap.uonbi.ac.ke/node/2522>
- [4] <http://bookmarks.yahoo.com/toolbar/savebm?opener=tb&u=http://caselap.uonbi.ac.ke/node/2522&t=Strategic+Plan&d=%0A%0A%09%09UNIVERSITY+OF+N...>
- [5] <http://www.linkedin.com/shareArticle?url=http://caselap.uonbi.ac.ke/node/2522&mini=true&title=Strategic+Plan&ro=false&summary=%0A%0A%09%09UNIVERSITY+OF+N...&source=>
- [6] <http://digg.com/submit?url=http://caselap.uonbi.ac.ke/node/2522&title=Strategic+Plan>
- [7] <http://www.delicious.com/save?v=5&noui&jump=close&url=http://caselap.uonbi.ac.ke/node/2522&title=Strategic+Plan>