THRDC in the Past Five Years

Final evaluation report of THRDC's five years strategic plan (2013-2017)

TANZANIA HUMAN RIGHTS DEFENDERS COALITION (THRDC)

Final Evaluation Report Of The Thrdc's Strategic Plan 2013-2017

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List of abbreviations and acronyms

ADGL	Actions for Democracy and Local Governance
BODs	Board of Directors
CAT	Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment of 1984
CHRAGG	Commission of Human Rights and Good Governance
CSOs	Civil Society Organization(s)
CSS	Civil Society Sector
DCI	Director of Criminal Investigations
Dr.	Doctor
EHA	East and Horn of Africa
EAHAHRD-Net	East and Horn of Africa Human Rights Defenders Network
FCS	Foundation for Civil Society
GA	General Assembly
HRC	Human Rights Council
HRDs	Human Rights Defenders
HROs	Human Rights Organizations
ICNL	International Centre for Non Profit Law
KRAs	Key Result Areas
LEA	Legal Empowerment Approach
LHRC	Legal and Human Rights Centre
LRC	Law Reform Commission
LSF	Legal Service Facility
MCT	Media Council of Tanzania
MDLI	Media Legal Defense Initiative

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MFT	Media Fund of Tanzania
MPs	Members of Parliament
MTE	Mid-Term Evaluation
NHRAP	National Human Rights Action Plan
OD	Organizational Development
OP	Operational Plan
OSIEA	Open Society Initiatives for East Africa
PDU	Protection Desk Uganda
SAUT	Saint Augustine University (Tanzania)
SOs	Strategic Objectives
SP	Strategic Plan
TAMWA	Tanzania Media Women Association
TCRA	Tanzania Communication Regulatory Authority
THRDC	Tanzania Human Rights Defenders Coalition
TLS	Tanganyika Law Society
TOR	Terms of Reference
WFT	Women Fund Tanzania
TZS	Tanzanian Shillings
UKAWA	Umoja wa Katiba ya Wananchi (Coalition of People's Constitution)
UN	United Nations
UNDP	United Nation Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UPR	Universal Periodic Review
URT	United Republic of Tanzania
USD	US Dollars
USIP	United States Institute of Peace
ZCPs	Zone Coordinating Points

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Preface

This report presents the findings of the evaluation of the 2013-2017 Strategic Plan (SP) of the Tanzania Human Rights Defenders Coalition (THRDC). The evaluation covered the SP's relevance, effectiveness, efficiency, sustainability and results.

The evaluation was undertaken between mid-November and December 2017 by a team of evaluators from M/s LEDECO Advocates, who are independent consultants. The lead consultant was Mr. Clarence Kipobota who is an Advocate of the High Court of Tanzania, Human Rights Lawyer and Organizational Development (OD) expert.

The inputs in this report are based on evaluation team's own observations and analysis; reports and clarifications from THRDC; and, opinions of various stakeholders including the THRDC's management/ secretariat, members, key partners and development partners.

The evaluation team extends sincere gratitude to THRDC's members, Board of Directors and Secretariat (management team). The team also values and appreciates all contributions received from THRDC's key, development and other partners.

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Executive Summary

The Tanzania Human Rights Defenders Coalition (THRDC) is the first and only Human Rights organization (HRO) which addresses rights of Human Rights Defenders (HRDs) in a specific and comprehensive ways in Tanzania. It was registered in 2012. The 2013-2017 Strategic Plan (SP) under this review was the first program to be implemented by THRDC. The SP focused on four key result areas (KRAs), namely legal and policy reforms (advocacy); empowerment of human rights defenders (HRDs), including journalists (capacity building); protection of HRDs; and, institutional development and sustainability of THRDC. THRDC implemented this SP in partnership with its members, which were around 130 at the time of this review.

The evaluation of the five year SP was aimed at providing an independent opinion on how the program was implemented; and therefore, inform THRDC and its partners on lesson learnt and areas which would need further improvements especially through the intended 2018-2022 SP.

Data was collected through interviews using questionnaires. The evaluation team interviewed numerous people including the THRDC's members (50% of them); development partners; key stakeholders (including government officials, law enforcers, media and community members). The team also studied narrative and financial reports; and, had a series of interactions with the management team and board members. The initial findings of the report were validated by the board, management team and members of THRDC. Around 120 persons were met physically or consulted through emails and phone calls during the evaluation and validation sessions.

The evaluation team found that, the Strategic Plan's KRAs were relevant and had remained relevant until the end of the planning period. A number of pertinent issues which hindered the presence and work of HRDs in Tanzania were adequately reflected in the Strategic Plan's design. For instance, the SP's implementation began at the time when individual HRDs were subjected to myriad of abuses including intimidations, torture and killings. These were attributed to absence of specific legal and policy framework on HRDs' rights. Moreover, awareness of specific rights of HRDs was relatively low. Less than 2% of the HROs had some form of self-security management systems. The KRAs mentioned earlier addressed all these. The SP was amended in 2014 in order to focus on a few things which THRDC could feasibly manage to address owing to its limited capacity.

As for effectiveness, it is established that, THRDC has managed to a certain extent to, raise public awareness on the rights of HRDs in Tanzania. A good number of cases were heard during the evaluation process, which could be directly linked to the work of the Coalition. For instance, despite increased intimidations through enactment of draconian laws in 2015 and 2016 (on information and cybercrime), journalists who were members of the Coalition remained focused and bold to continue with their work. As a result,

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a number of cases against bloggers and other internet users decreased between 2015 and 2017. On the other hand, THRDC managed to create a web of local and international partners. Membership increased from only 14 in 2013 to more than 130 in 2017. At least 15 international HRDs' organizations worked with THRDC. In this way, advocacy, protection and referral mechanisms on HRDs were strengthened.

In addition, visibility and reputation of the Coalition were enhanced in such a way that, development partners showed an interest to continue supporting THRDC. The Coalition also acquired an observer status of the African Commission of Human and Peoples' Rights (ACHPRs). This provided an opportunity for engagement in international advocacy. In relation to this internationalization gain, THRDC also successfully coordinated CSOs involvement in the United Nations (UN)'s Universal Periodic Review (UPR) mechanism in Tanzania. As a result, more than 50 percent of the recommendations made by CSOs have been accepted by the government.

The evaluation team also noted that, the Coalition managed to efficiently implement its programs through sound financial management systems and a vigilant board as well as management team. At least 65% of the intended funds for all five years were mobilized; while, at least 80% of the planned activities for the five years were fully implemented. More than 70% of the budget was directed towards programs' implementation. Therefore, recurrent expenditures were around 30% throughout this phase. However, the first two initial years focused more on institutional building.

Between the KRAs, efficiency of the advocacy one was weaker since no significant reform has been achieved despite intensive engagement with decision makers. Moreover, the sustainability of the program in terms of interventions and approaches was not buttressed by strong strategies. For instance, THRDC's members remained to institutionally weak and therefore, unable to support the Coalition's interventions. In this way, the program did not appeal well to the public – to create a critical mass. Lastly, the Plan was supposed to be supported by a good monitoring and evaluation (M&E) system to make it more result based. Absence of strong M&E system rendered it difficult to identify and report on outcomes.

Basing on the evaluation findings, the evaluation team recommends that:-

Since THRDC is a network and member based organization, there is a need to have specific and comprehensive program on members' welfare and public engagement in general. The focus should be on (i) mainstreaming THRDC's core functions into its members through, among other ways, facilitating their institutional development and capacities; (ii) strengthening a link between THRDC's and members' interventions; and, (iii) re-vetting and strike off inappropriate members.   Public engagement is important in many ways. Firstly, it a strategic advocacy intervention aimed at creating public uproar and, sustainability of the program. The public is also directly engaged in order to multiply the number of HRDs in Tanzania especially at this era where a civic space is steadily shrinking.

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There is a need to improve further effectiveness and efficiency of THRDC by de-prioritizing issues which THRDC will have to focus on. The organization will need to invest more on coordination and (not direct implementation) security and protection related issues only as those are its core functions. The focus of advocacy should be more on availability of protection mechanisms – among other associated issues which the Coalition would find necessary.

A need to institutionalize legal aid for HRDs especially through a legal empowerment approach.
There is a need to scale up THRDC's operations down to the grassroots levels through strengthening of its zone coordinating units

There is a need to improve further institutional governance and systems of THRDC by, among other things, investing in the capacity of its staff especially on organizational development issues; formulation of comprehensive M.E&L system; creation of the positions of programs' coordinator and human resource officer; development of a volunteering policy; amending its 2012 Constitution; and, aligning the current operational policies with the Constitution. The Coalition also needs to formulate and/or strengthen its membership guidelines, resource mobilization strategy, and advocacy and communication strategy.

There is a need for more evidenced based advocacy interventions. An incorporation of 'research' component in the next SP is highly recommended.

In the same vein, there is a need to refocus the advocacy approach. Media can remain to be for public awareness. Moreover, social media seems to be more embraced than mainstream media. Therefore, THRDC can invest more resources and interventions in this form of media.

A need to improve the design of SP and operational plan by ensuring that, all result areas tally well to each other and they have clear (and, if possible, quantifiable) performance indicators. The SP should as such embody a clear theory of change.

Basing on the current state of HRDs; capacity of THRDC's members; legal framework which does not recognize HRDs' specific rights in Tanzania; and, such on-going processes as the UPR mechanism, it is recommended that, same KRAs should be sustained for the next SP – with some amendments as proposed later in this report.

Development partners should think of supporting THRDC mainly through a basket fund facility

Development partners should open up funding windows for THRDC's members to be supported in order to widen the scope of HRDs' protection across the country.

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PART ONE:

General Introduction

1.1   ABOUT THE TANZANIA HUMAN RIGHTS DEFENDERS COALITION

1.1.1   Establishment of THRDC

The Tanzania Human Rights Defenders Coalition (THRDC) is the first and only human rights organization in Tanzania which addresses human rights defenders (HRDs) issues in the United Republic of Tanzania (URT). It was incepted in 2010 at the time when incidents of human rights violations were relatively high in Tanzania.

During the time, there were already human rights organizations (HROs), most of which are current members of THRDC. There were also HROs' networks operating at national, regional and district levels. However, despite their efforts and notable results towards human rights protection and promotion, still none of these organizations had a direct intervention on HRDs. As a result, there were several incidents in which the HRDs were physically attacked or intimidated. As the threats to HRDs were coming more open and real, a need for HRO which would specifically address the rights of HRDs emerged. Around 14 HROs decided to form a loose network in 2010. The aim of the network was to have a common voice on HRDs' matters. Two years later (2012), the network transformed itself into THRDC as a registered organization under the laws of Tanzania.

Before taking up its own gasp as a full functional organization – with its own resources and plans, THRDC was hosted by the Legal and Human Rights Centre (LHRC). After the registration, the current National Coordinator made a strong stride to wheel it to this level under good oversight of the Board of Directors. The evaluation (review) team is of opinion that, THRDC would continue to excel up if it maintains the current Board's competence, freedom and powers to guide it.

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The registration of THRDC marked a beginning of HRDs' rights struggle and protection in Tanzania. Unlike other HROs including networks, the THRDC is unique in the sense that, its core function is more focused and very specific on HRDs' protection and promotion of their rights. Other core functions of this organization are Capacity Building and Advocacy of, and on, issues relating to human rights defending in Tanzania.

The THRDC is a member based organization. According to its 2012 Constitution, both individual persons and HROs can be members if they meet the eligibility criteria. It is established that, the Coalition's membership base has grown from only 14 members to at least 130 members seven years later (2017). However, at the time of this review, only organizational members were in the register; and, those cover CSOs from Tanzania Mainland and Zanzibar (whole of URT).

It is noted from this review that, despite the fact that this Coalition has so far sanctioned organizational membership, its functions in terms of addressing HRDs' issues across the country has been limitless. There are a number of HRDs' cases which THRDC worked on which involved individuals and organizations which were not its members. According to the records availed to the evaluation (review) team, this Coalition has been working for the safety of about 6,000 HRDs in URT.

1.1.2 OBJECTIVES OF THRDC

The main objective of the THRDC is to work towards enhancing the security and protection of the HRDs in. Its specific objectives are: -

To build the capacity of HRDs in security and protection management.
To enhance the security and protection of HRDs in Tanzania.
To advocate for the recognition of HRDs and their work in Tanzania.

1.1.3 VISION AND MISSION OF THRDC

The vision of THRDC is to have free and safer working environments for the Human Rights Defenders in Tanzania.

Its mission is to maximize and sustain the empowerment, protection, respect and recognition of HRDs in Tanzania.

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1.3.4   GOVERNANCE STRUCTURE AND OPERATIONS

The THRDC's governance structure is comprised of the General Assembly (GA) as a supreme organ; Board of Directors (BODs); and, the Secretariat (Management Team). There is also a constitutional organ known as 'Advisory Council.' The organization is institutionally governed by its 2012 Constitution;[1] and a number of operational policies and guidelines including on human resource, board charter, financial, and plans (SP, operational and action plans). These instruments provide for institutional and programmatic structures.

General Assembly

The GA is organized annually as a forum which brings together all members of THRDC. Its functions are stated under Clause 8 of the Constitution to include: making decisions on admission of new members; having powers to amend and adopt the Constitution of the Coalition; approving policies and programs of the Coalition; determining fees for membership; and, receiving and reviewing reports from BODs. Basing on the current membership base, the GA comprises of 130 members.

Board of Directors

The BODs' functions are indicated under Clause 9 of the said Constitution. Generally, this structure is all about providing strategic direction to the Management Team, which is headed by the National Coordinator. The first BOD had 9 members. New members joined in the board on a rotational basis. There were also same number (9) members at the time of this review. The evaluation team has noted that, the previous and current Board members were persons with high profile in human rights, gender rights, organizational management and institutional development in general. The evaluators noted some efforts were made by this organization in developing or improving the capacities of the Board's members. As it is explained further in subsequent parts of this report, at least one annual capacity building or refresher course was organized for BODs.

The evaluation team is of the view that, THRDC's Board has been vibrant and heedful members from its inception way back in 2012. This has resulted into fast and steadily growth of THRDC during its initial five years. The vibrancy of the Board could be looked at the way in which membership transitions are made; quality of resolutions passed; and, the level of over-sighting work that the members are doing. There pace should be sustained and improved further during the coming planning phase.

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[1] Namely, the Constitution of the Tanzania Human Rights Defenders Coalition of 2011.

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Advisory Council

The Advisory Council is established under Clause 18. Its functions are not indicated in the Constitution. However, its name and composition (zone representation[2] and thematic groups[3]) could suggest its responsibilities.

The evaluation team did not see usefulness of this governance organ as it was remained generally dysfunctional throughout this reporting phase. However, there is a room for THRDC to improve it by converting it into or as Zone Coordinating Units or points (ZCU/P) and thematic groups. In this way, the organization would have stronger touch in the grassroots levels of its operation. It is suggested further that, the proposed units and groups should be institutionalized in the next strategic plan.

Review Comment 1.1: A Need to institutionalize THRDC's Zone Coordinating Points

Regarding the zonal coordination strategy, as it is further suggested in the coming parts of this review report, there is a need to institutionalize ZCP – from being individual members to organizations. In this way, the coordination will likely be more sustainable and effective. There is also a need to design terms of reference or guidelines on how the ZCPs will be operating. Currently, there were no formal operational procedures. Therefore, the zonal representatives acted haphazardly and in ad hoc basis.

Secretariat or Management

The secretariat or management is headed by the Coordinator of the THRDC who is supported by head of the finance and administration; program staff and other support staff engaged. The organization has managed to grow up its staffing base from only 2 at the time of its inception or commencement of its operations in 2013 to currently 10 of them. Despite moving out and coming in of staff, at least 60% of its personnel have stayed with the organization for at least three years. This has created, to a certain extent, institutional memory and performance of the organization.

The staffing base is comprised of personnel with different professional backgrounds and experiences. The professions include lawyers, administrators, financiers, and business administration.

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[2] The ten zones are, western zone (Kigoma, Mwanza, Tabora and Kagera regions); east-coastal zone (Dar es Salaam and Coast regions); central zone (Dodoma, Singida, Morogoro and Shinyanga regions); southern highlands zone (Rukwa, Katavi, Ruvuma, Iringa and Mbeya regions); southern zone (Lindi and Mtwara); Zanzibar zone (all regions within Pemba and Unguja); and, northern zone (Arusha, Tanga, Kilimanjaro and Manyara regions).

[3] The thematic representatives are the journalists; the women human rights defenders; the minorities; lawyers; and, pastoralists.

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The THRDC will have to improve further its staffing based by recruiting officers with specialized skills in monitoring and evaluation; information; and, resource mobilization. The alternative would be in the interim to ensure that existing professionals get well grounded in these skills. Besides, refresher courses are highly recommended in order to improve the capacity of all the staff especially on result-based programming and implementation.

As for operations, it is noted that THRDC operates throughout URT – strategically through (i) its members organized (clustered) themselves in 10 zones; and, (ii) media, both mainstream and social networks. The organization addresses HRDs' issues in a range of themes including women, pastoralism, media and other special groups.

Moreover, it is noted that, the coalition has extended its linkages beyond the borders. It is a member organization of the East and Horn of Africa Human Rights Defenders Network (EHAHRD-Net); and, it works closely with other pro-HRDs partners all over the world. The aim is to, among other things, strengthen regional and international interventions to protect and promote the rights and responsibilities of HRDs. Some of local and international partners which the Coalition has been working with are UPR Info; Oxfam Tanzania, Frontline Defenders; United States Institute of Peace (USIP); Media Legal Defence Initiative (MLDI); ICNL; Action Aid; United Nations Educational, Scientific and Cultural Organization (UNESCO); UN Women; and, Women Fund Tanzania (WFT).

Review Comment 1.2: Needed amendments of some of THRDC's Constitution

The constitution of THRDC has standard terms in legal perspective. However, there is a need to amend it – to make this process as part of the activities or outputs under the next SP. Some of the gray areas to consider in the proposed amendments are; (i) reconsideration of the academic qualification of members of BODs. The requirement of a degree level (as provided for under Article 12.1(iii) of the Constitution) has not been necessarily adhered to in selection and appointment of members; (ii) the terms 'thematic representation' and 'thematic areas' as guiding criteria for selection of BODs' members should be defined in the constitution as they seem to be vague; (iii) need to indicate gender and disability representation to the board as mandatory – if they will not be indicated in the definition of 'thematic areas'; (iv) the roles of Advisory Council should be indicated or remove this organ from the list of constitutional organs or replace this council with ZCPs; (v) to reconsider functions of BODs and GA. They are not well stated in the constitution; (vi) membership' application, vetting, accepting, remedial procedures, etc are not clear in the constitution. This calls also for a need to have membership code of conduct or guidelines. Moreover, (vii) some of the constitutional sections need re-arrangement. For instance, Clause 32 of GA's proceedings should be transferred immediately after Clause 8 of the constitution.

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1.2 ABOUT THE STRATEGIC PLAN UNDER THIS REVIEW

The SP under this review was incepted for use on 24th January 2013 and its term expired 31st December 2017. This was the first guiding Plan for THRDC. The five-year program (2013-2017) sets out four key result areas (KRAs) or strategic objectives (SOs) namely:

The legal and policy frameworks (and practice) addressing the Human Rights Defenders' issues improved. The media and HRDs capacity to effectively participate in the Human Rights Defenders' protection processes and address their rights improved.
 Protection mechanisms established and accessed by HRDs at risk.
 Improved performance and sustainability of the Tanzania Human Rights Defenders' Coalition.

The first SO was on Advocacy; and, other three were on Capacity Building, Protection and Institutional Capacity Building, respectively. The first three KRAs (SOs) tally squarely with the objectives for which THRDC was established. The ultimate impact (goal) which THRDC had to realize by 2017 was to contribute to the reduction of risks that human rights defenders face through promotion and protection of the rights of HRDs. Based on the documents reviewed during this assignment, the guiding standard on all these was the United Nations (UN) Declaration on Human Rights Defenders of 1998. A large part of advocacy work was to pursue the Government of the United Republic of Tanzania to domesticate and operationalize this declaration.

1.3 PURPOSE AND OBJECTIVES OF EVALUATION

The evaluation was aimed at reviewing the 2013-2017 SP in order to learn how the said Plan was implemented and performed focusing on the stated SOs or KRAs. The evaluation covered areas of program implementation at institutional and programmatic levels; and, has addressed the general aspects of the Plan's component logic, efficiency, effectiveness, relevance, results and sustainability.

The findings of this review, especially the lessons learnt and good practices, are expected to be utilized as part of the ingredients in designing of the next SP for the years 2018-2023.

1.4 EVALUATION METHODS AND SCOPE

The evaluation processes consisted of a primarily qualitative assessment and review of program's documents. The assessment included consultation of a wide range of THRDC's stakeholders including its members, key and strategic partners. About 50% of Coalition's members participated in the evaluation process through physical consultations and filling in of the evaluation questionnaires – which were made

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in English and Kiswahili languages. A total of 50% of members interviewed were consulted physically, while the remaining filled in evaluation questionnaires. There were five sets of questionnaires or interview guides. Those were for members, staff, program officers, key partners and development partners. Around 120 persons were met physically, filled the questionnaire or consulted through emails and phone calls during the evaluation and validation sessions.

The field work to meet some stakeholders mentioned earlier was preceded by an inception meeting with THRDC's management team. At least 20 members were met physically in their respective regions; while others, were consulted through telephone calls and emails. The BODs' members had an opportunity to share their comments during the December 2017's retreat organized by THRDC in Tanga region. All development partners who supported the program under this review were also consulted and some of them shared their views directly to the evaluation team as requested. Others could not respond to the questionnaires or emails apparently due to holidays. However, they can still react on this report directly to THRDC or share their inputs to the ongoing strategic planning process. The management of the organization would share the draft SP to them as it is being developed. Likewise, at least four strategic partners of this organizations responded to the evaluation questions.

There were three initial reports' (overview) findings shared to the management team; BODs; and, the other one (more comprehensive improved draft) to the THRDC's members. The aim of these sessions was to validate the findings. After the third validation session, the pre-final report was produced and reviewed by a regional evaluation expert before finalization.

The evaluation design and process were guided by terms of reference (TOR). Therefore, subsequent parts of this report respond directly to evaluation questions raised in the TOR. Moreover, the evaluation team had in its mind that, the period under review (2013-2017) was the very first phase of THRDC's existence and operations. This period has taken the Coalition from infancy to the expansion level[4] amongst the three major steps of organizational growth stages as indicated in Figure 1.1 below:

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[4] The evaluation team thinks that THRDC has grown towards an expansion level because it has managed to amass members from only 14 in 2013 to at least 130 in 2017 – to make it prevalence to be in all regions of Tanzania Mainland and Zanzibar; has secured support from five development partners mentioned in Part Four of this report; and has also, secured friendship with key partners at national and international levels as indicated earlier. It has also an observer status with the African Commission of Human and Peoples' Rights.

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Figure 1.1:

Usual Organizational Growth Stages

Therefore, a large part of its operational objectives focused on the 'infancy' phase. Even the main agenda (human rights defense) is a relatively new thing in Tanzanian human rights jurisprudence.

Figure 1.1: Usual Organizational Growth Stages
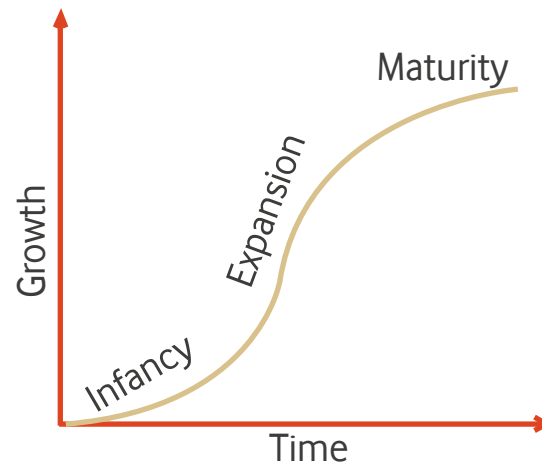
1.5 LIMITATIONS

The evaluation process commenced from mid November 2017. It was supposed to be finalized by December 2017. The major limitation was the timing. It seems that November and December are busy months followed by Christmas and New Year holidays. Most of the respondents were busy trying to finalize their annual plans. Therefore, getting attention from them was really a challenge. Moreover, from mid December 2017, almost all development partners' offices were closed. Therefore, the evaluation team had to ask respective officers to respond to the review questions through emails, skype and phone calls. This worked out successful. Moreover, the evaluation team has encouraged them to continue sending their views till end of January 2018 as those would be considered in the SP planning process scheduled to commence from the third week of January 2018.

The second limitation regards an SO/KRA where there was some mix-up between output and outcome indicators when it came to the operational Plan. Assessment of the SO hence became a challenge. The evaluation team, following discussions with THRDC decided to use the original outcome indicators as spelt out in the SP under review.

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PART TWO:

Relevance

2.1 INTRODUCTION

The 'relevance' in the context of this review work was meant to assess the extent in which THRDC's KRAs (SOs) were reflecting the reality of HRDs' issues on the ground as well as the national, regional and international human rights landscapes. The scope of measuring this was prior, during and at the end of the SP's implementation – to see if THRDC remained focused on the real issues facing HRDs.

The TOR for this assignment raised two broad questions that were to be addressed. The evaluation team unpacked the two questions into several others so as to be more specific: -

Relevance – Evaluation Questions	
TOR's Qns	• How have recommendations provided from the last evaluation been addressed? • Were the objectives appropriately targeted to provide added-value as a Coalition at the national/regional/international levels?
Added Qns	• Were the SOs/ KRAs or THRDC's interventions generally appropriately framed to create or add value to you as a member organization or individual HRDs? • Major human rights concern or trend (relating to HRD) happened during period under this review and whether THRDC's program was flexible in addressing them? • Expectations of members against what THRDC managed to provide for and with them?

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2.2 RELEVANCE AT THE ADOPTION OF SP IN 2013

It is noted from background papers that, at the time when the SP under review was incepted, the notation of HRD and its protection was relatively new. People did not generally differentiate between an ordinary human rights activist and a HRD. Therefore, HRDs did not receive special protection or attention as it is required by the said 1998 UN Declaration on HRDs. This situation made a number of HRDs to be criminalized and victimized to the extent of threatening their life. For instance, Dr. Steven Ulimboka who spearheaded the countrywide campaign for better working conditions for medical doctors was intimidated several times without taking any precaution. He was eventually hijacked and severely assaulted by unknown people to the point of death in June 2012. In the same month and year, the weekly newspaper (MwanaHalisi) was banned indefinitely by the government after it vocally reported the incident of Dr. Ulimboka. This banning on this paper was done under the Newspapers Act of 1976. This law was just one of several others which generally contradicted the rights and responsibilities of HRDs as provided for under the said 1998 UN Declaration.

The Constitution of the United Republic of Tanzania of 1977 and that of Zanzibar of 1984 (both as amended from time to time) guaranteed protection of some rights and freedom in their respective Bills of Rights. However, there is no specific protection of the rights of HRDs. In the same vein, even the criminal and civil justice systems were silent on this. Therefore, handling of HRDs' related cases was a challenge. For instance, after the ordeal faced by Dr. Ulimboka and the banning of MwanaHalisi newspapers, NGOs failed to intervene due to fear of what would consequently befall them.

The fact finding mission carried by EHAHRD-Net and Protection Desk Uganda (PDU) in 2012 (Tanzania) and, the Assessment on Protection and Security Needs for HRDs in Tanzania, which was conducted by THRDC in 2013, revealed that, the HRDs in Tanzania faced a number of challenges included: -

i   Poor security conscience.
ii.   Limited information sharing.
iii   Restrictions on access to information.
iv.   Complex types of perpetrators.
v   Groups of defenders most at risk not reached.
vi.   Challenges for the media.
vii. Limited interaction with key stakeholders.
viii. Limited knowledge of HRDs and their rights including the 1998 UN Declaration cited earlier.
ix.   Lack of policy and legislation on HRDs in Tanzania.
x.   Financial challenges facing HRDs' organizations – most of them depend on small projects.

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The evaluation team noted that, and it is against this background that, THRDC came out with the three SOs (KRAs) mentioned earlier. The SO on advocacy was for creating enabling environments through which HRDs could work freely in Tanzania. The environments included having a pro-HRDs national legal framework. The capacity building SO was for imparting knowledge on HRDs to both right holders and duty bearers. It was also for raising awareness on the 1998 UN Declaration of HRDs' Rights to the same groups. As for the protection SO, this was regarded as prime core function and reason of THRDC's establishment and existence. As said earlier on, before this organization, there was no NGO or organization at the national level which provided protection for HRDs in Tanzania. Therefore, the gap was so wide that for THRDC to fill it was highly ambitious within the timeframe of the SP.

Based on all of what highlighted above, the 2013-2017 SP and its specific activities, were highly relevant at the time of inception of the program in January 2013.

Review Comment 2.1: Needed more feasible SP focus – grounded to practical issues

The evaluation team is of the view that, there is still a room to make the next SP more relevant by grounding it to things and intervention strategies which can be feasibly achieved. For instance, engaging in a national advocacy in order to change the current legal framework in harmony with the 1998 UN Declaration on HRDs' Rights is almost impracticable. But, to engage in mainstreaming of HRDs' issues into national or local governments' human rights related plans can be possible within the five years of planning.

2.3   RELEVANCE OF THE STRATEGIC OBJECTIVES AS OF 2017

The evaluation team was informed that, the THRDC's secretariat embarked on changing some of the SOs at the time when it adopted an operational plan (OP) in 2014/ 2015. It appeared that, some of the proposed outputs were not feasible owing to the institutional capacity of the coalition. However, some of the issues such as Universal Periodic Review (UPR) process; engagement in 2015 national elections; and new constitution making processes were co-opted to reflect the current needs at the time.

It is also noted that, time the advocacy agenda was changed over from being not only focusing on having enabling friendly legal environments for HRDs, to include all ad hoc issues that emerged along the way (between 2014 and 2017). For instance, the government passed three laws during this time. These were the Cyber Crime Act of 2015; the Media Services Act of 2016; and, the Access to Information Act of 2016. Such laws did not address the challenge of lack of freedom of press; rather, the changes widened the limitation scope of the same. For instance, between 2015 and 2017, several newspapers, radio and television stations were banned, ordered to suspend operations or fined for allegations of sedition.

It is noted that, the emerging trends mentioned above were accommodated through OP and annual action plans. The coalition's secretariat reported that it has been using its gained experience and strengths to do all these despite the fact that, funds acquired over five years were around 60% of the expectation.

Review Comment 2.2:   Need for inventing and engaging in new intervention strategies

The evaluation team proposes that, THRDC should (i) improve further the capacity of its members in order to add impetus in addressing all these emerging HRDs' issues; (ii) engage with its members for them to accommodate HRDs in their programs unlike the current situation, whereby, only a very few of them (members) had some HRDs' components in their programs. This is important because it seems that much more HRDs' challenges happened during this period under review. For instance, apart from enacting laws which threaten the work of HRDs, other incidents or emerging trend during this period were:-

- Continued banning of newspapers and threats to media in general through time to time fines imposed by the regulatory authorities (the Tanzania Communication Regulatory Authority (TCRA); and, the Minister for Information).
- Direct attacks, hijacking and killings of journalists such as the Late Daudi Mwangosi (September 2012); Mr. Issa Mgumba (January 2013); Mr. Absalom Kibanda (March 2013); missing of blogger Ben Saanane (2017); and, missing of a journalist Mr. Azory Gwanda since November 2017.
- Intimidation of vocal HRDs e.g. on allegations that they are not citizens of Tanzania.
- Diminishing of access of advocacy funding to NGOs.
- Banning of public gathering – now discretionarily on police's wish.
- Attack of the outspoken President of the Tanganyika Law Society (TLS).

There is a growing fear among NGOs, most of whom being THRDC's members to come together to address these and so many other issues. Only a few of members (especially the Legal and Human Rights Centre (LHRC) are willing to issue strong statements and take bold actions against human rights violations. The evaluation team thinks that, all these show how the same SOs have remained to be relevant throughout the SP's implementation phase. It is also possible that, the same (threats or protection, capacity of HRDs and advocacy) could be issues to focus on during the next SP. The fact that more threats to HRDs have been emerging could be a call for THRDCs to invent new intervention strategies.

2.4   RELEVANCE OF WHOLE OF SP TO THRDC'S MEMBERS

As said earlier on, about 50 members of the THRDC were interviewed for this evaluation. A question on reasons for them joining THRDC was responded as follow:-

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i	To know the rights of HRDs.	(vii)	To improve advocacy work.
ii	To understand human rights.	(viii)	To get financial support.
iii	To participate in human rights protection.	(ix)	To create unity/ strong movements.
iv	To get protection.	(x)	To share information.
v	To strengthen capacity.	(xi)	To get skills on HRDs.
vi	To network.		

As Table 1.1 below shows, at least 70% of the members said that, their expectations for joining this Coalition as members are realized especially knowledge acquisition on HRDs' rights.

Table 1.1: The Way in Which Members Rated THRDC's Relevancy

N = 46 Areas of THRDC's Relevancy – Members' Opinions …	Very High	Good	Fair	Weak	Very Weak
The SP/ interventions addressed (your) priority needs – as a member?	41%	57%	2%	-	-
THRDC's support considered useful by targeted persons?	9%	83%	3%	1%	1%
Opportunities for you to participate in THRDC's program design?	2%	12%	29%	50%	7%
Support was given to persons with need?	43%	53%	1%	3%	-
Support responded to members' strategic priorities?	40%	58%	1%	-	1%
Presence of a room to adapt to changing situations?	31%	60%	9%	-	-
THRDC's program complemented work of you/ your organization?	23%	71%	3%	3%	-

Note: Very High (81-100%); Good (61-80%); Fair (41-60%); Weak (21-40%); and, Very Weak (below 20%).

The Table above indicates that members' expectations in joining THRDC have been largely met. The general recommendation made by members was that, more efforts are needed to bring the members together in order to have stronger advocacy movements especially from grassroots levels. There were some concerns or questions regarding members' level of understanding of the nature and core functions of THRDC; members' expectations against THRDC's ability to provide and concerns regarding relevance of some advocacy issues.

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2.4.1 Members' Level of Understanding of the Nature and Core Functions of THRDC

It seems that, some of the members had higher hopes than what the Coalition could offer; and, others had quite different expectations against what the Coalition envisages to realize. For instance, some members thought that, payment of their annual membership fees was a guarantee for them being invited to attend meetings and secure some funds (kind of 'share'). Others had some feelings that only a few of their colleagues (members) were favored through the fees they have contributed to the coalition.

Review Comment 2.3: Needed clear membership criteria and code of conduct

All those concerns raised above bring a need for:-
- Clear vetting criteria of membership – to focus on only those who have expectations which THRDC could provide together with them. The review team did not see clear indication of whether THRDC's constitutional membership criteria were being considered in accepting members. This could be proved by considering the reality that, some of the members accepted did not have any human rights components in their programs. Others were purely service providers in areas of bee keeping, trade and the like – which has less or no direct connection to human rights protection issues.
- Need to have a comprehensive and specific membership code of conduct to be coordinated under the designated portfolio.

- In this way, THRDC would have members who are relevant to its core functions and therefore, be able to implements its strategies in a more effective way.

2.4.2 Members' Expectations against THRDC's Ability to Provide

It is evident from the list of members' expectations that, some of them (expectations) were beyond the mandate or strategic focus of THRDC at least during this period under review. Moreover, owing to the age of this organization and may be, its implementation approaches, it was not easy for it to reach out all members and fulfill all of their expectations.

It is established that, while almost all of them considered training packages especially on security management as being high relevant to their work and as HRDs, most of them needed re-training and coverage of other issues such as resource mobilization skills.

Review Comment 2.4: Needed comprehensive needs assessment study to make trainings more relevant to members' specific needs

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The evaluation team reviewed the 2013 THRDC's Report of the Needs Assessment on Protection and Security Needs for HRDs in Tanzania and found it to be quite comprehensive. It has extensively analyzed capacity gaps especially on security and protection of HRDs. However, a new assessment is highly recommended because; (i) there are new emerging issues on HRDs' security and protection as said earlier on; (ii) the 2013 needs assessment was generalized in terms of considering HRDs as a whole package, while, in our opinion as evaluators, each of the thematic group (media, gender, children, disability, students, law enforcement, key populations, etc) has its own peculiar security and protection concerns. Therefore, in order to make the capacity building initiatives more relevant, a need assessment study should be more comprehensive and widely differentiate the needs for each thematic group; and, (iii) the training packages did not consider institutional development of the Coalition's members especially, as themselves suggested, regarding the resource mobilization skills. This is important also because the survival of THRDC depends on the wellbeing of its members.

2.4.3   Concerns Regarding Relevance of Some Advocacy Issues

It was also a concern by some of the members that, the advocacy interventions would have been more effective if the approach would have been more holistic than the way it looked like during this period under review. The main issue here seems to be inadequate or loose connection or weak coordination between grassroots based members and THRDC as a secretariat on identification, documentation and pursuing of advocacy agenda.

Secondly, there was lack of sufficient consensus on some issues which the secretariat ventured to address. An example was given on an issue of homosexuality rights on which some form of membership consensus would have been preferred. Thirdly, there was a concern that THRDC appeared to get involved on 'everything' that popped out. According to some members, this was a tricky situation especially on the scope of THRDC's functions. The feeling was that, 'jumping' into many advocacy issues could lost the Coalition from key advocacy issues which are of real concern and more relevant.

Review Comment 2.5: Needed advocacy strategy or policy and research component

The evaluation team understands the THRDC's high enthusiasm to address HRDs' rights especially due to the fact that, it is the only organization focusing on these issues; and, its members (except a few) are still needing more skills and push to be proactive. However, in order to make the advocacy more focused, it is recommended that; (i) an advocacy strategy and/or policy should be developed to guide THRDC and its members during the next five years. The strategy will also spell out how the coordination of advocacy issues will be between grassroots based members to the national levels through, may be, district and regional or zonal levels; and, (ii) to include a research component in the advocacy outcome in order to have evidence based advocacy issues – which are more relevant to the reality on the ground. The current SP missed this component.

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PART THREE:

Effectiveness and Results

3.1   INTRODUCTION

The 'effectiveness' component of the evaluation focused on measuring whether THRDC has achieved its stated KRAs (SOs) mentioned earlier and below. Basing on the TOR, the evaluation team also considered the appropriateness and feasibility of the intervention strategies used by this organization in realizing the intended SOs.

It should be noted at the outset that, THRDC did not secure basket fund, as would have been appropriate. This fund would have facilitated the Coalition to implement all SOs and their outputs holistically. Rather, as the evaluation team informed, the implementation of SOs was project-based. Each individual donor (discussed further under Part Four of this report) had its own interest. THRDC endeavored to raise proposals for funding in line with the SOs.

The TOR for this assignment raised three broad effectiveness questions that were to be responded. The evaluation team unpacked those questions and added a few as indicated in the Table below. The added questions were for capturing members' feelings on effectiveness as THRDC is a 'network' organization. This implies that, members were also part of the implementation of THRDC's SOs.

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Effectiveness – Evaluation Questions	
TOR's Qns	What verifiable outcomes did THRDC create, both externally and internally? How did identified strategies contribute to these outcomes? To what extent were the objectives in the strategic plan achieved?
Added Qns	What significant changes (verifiable outcomes and impact's results) did THRDC's program under this review contributed under each SOs? How (and which areas) did your organization collaborated with THRDC in realization of those and other results? Areas or issues which THRDs performed well during this period under review? Also, state what factors attributed to this high level of performance? Areas or issues which THRDs performed poorly during this period under review? Also, state what factors attributed to this low level of performance? What kinds of program's intervention strategies do you think worked well for THRDC during this period under review; and, why?

The evaluation team used an outcome mapping approach to assess level of implementation of each of the four KRAs (SOs). In doing so, level of implementation of outputs for each of SOs (outcomes) and activities for each of outputs was considered. There is also an analysis of status of realization of SP's goal basing on the impact's indicators. Therefore, the next parts of this chapter present the status of implementation of all result levels (outputs, outcomes and an impact).

3.2   SUMMARY OF MAJOR RESULTS ACHIEVED IN ALL RESULT AREAS

Basing on the consultations undertaken with some of the THRDC's members, key and development partners, there is overall consensus that THRDC is one of the best and strong human rights organizations in Tanzania. At least 90% of the members consider this organization as most effective compared to other national or regional based networks of which they are members.

One of the members commented in its questionnaire that, 'THRDC has been able to stand out as a human rights defense organization and a place to go to when threats are made to defenders. (It) has been able to support defenders in fabricated cases and ensure they get free as well as (benefit from) representation.'

Similar testimonies were also heard during the members' reflection and evaluation report validation meeting including the one from a network of organizations in Zanzibar. In his testimony, the secretary of the network said that, '... our organization is the beneficiary of various activities undertaken by THRDC. As a network organization, we have been able to plan well especially in respect to protection of our working tools (computers). This was done after the capacity building trainings. We have enhanced the protection ...'

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In summary, THRDC is regarded very effective when it comes to, among other issues: -

- Mobilization of HRDs, resulted into stronger voice. Some of the respondents regard this network (coalition) as a reviver of civil society sector (CSS), which is currently facing a challenge of shrinking civic space as indicated in part two of this report. Besides, THRDC is seen as surrogate of collapsed or collapsing national based human rights networks in Tanzania.

- Provision of legal aid support to HRDs, resulted to rescuing them from risks and giving them confidence in carrying out their work. This was largely connected to journalism (freedom of press) and Loliondo eviction saga.

- Trainings on security management resulted into raised awareness of the HRDs' rights and responsibilities to a certain extent. Trained journalists sampled for this review felt that, they were now empowered to work regardless of vivid threats of their work which prevail at the moment.

- Expansion of its outreach services through a web of members in all regions of Tanzania Mainland and Zanzibar; media engagement; and, the designated ZCPs. There is also noticeable efforts to engage at international levels through international networks such as EAHAHRD-Net; UPR Info; Frontline Defenders; and, others mentioned in Part One and subsequent parts of this report.

- Established links with key stakeholders including government institutions such as the police force, the Commission of Human Rights and Good Governance (CHRAGG), Registrar of NGOs; and, the legislature. This has resulted into increased THRDC's visibility and reputation. This could also be a good advocacy strategy.

- An increase of funding and key partners could also be regarded as an indicator of increased reputation. One of the notable results of engaging with the Registrar of NGOs was an effective participation of THRDC in the July to November 2017 re-vetting initiative which was aimed verifying existence and operation of NGOs throughout Tanzania Mainland. No any NGO which was adversely affected by this exercise.

- Notable emerged changes especially through UPR process and an engagement with the police officers. As a result, there were low incidents of abuses during the 2015 election despite the fact that, it was the most heated election in the history of Tanzania. Moreover, the Loliondo issue, in which there was an attempt to evict pastoralists from their traditional land is being handled by the current government through the new Minister for Natural Resources. However, the tension still exists as eviction incidents were ongoing till around November 2017.

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Review Comment 3.1: Some gaps to be filled in for effective realization of the results

- As it is further discussed in subsequent sections of this part, THRDC has not been effective when it comes to: -

- Mapping and documenting results especially at outcomes and impact levels.

- Correlating some of the outputs, outcomes and their indicators. Also, one of the SOs lacked outcome indicators.

- In relation to the two points above, the capacity building of staff – especially on M.E&Lissues needed a more consideration in order to interpret well result levels and performance indicators.

- Coordinating advocacy issues between THRDC as a secretariat and its members. Moreover, a research component was missed in the current SP. The advocacy campaigns would have been more effective if they were informed by specific researches or analyses.

- Inadequate focus on other ignored groups. It seems that, THRDC predominantly focused on media and indigenous groups thereby ignoring such minorities as various gender groups, persons with disabilities and children.

- Inconsistence use of the result framework. There was a need to more organized M&E system. Moreover, BODs was supposed to be oriented more sufficiently on M&E issues in order to assess secretariat's periodically reports against the result framework's indicators.

- Mainstreaming of HRDs' issue especially security management is relatively low amongst the members. Less than 50% of them have human rights issues specifically addressed in their SPs; and, less than 10% of these few had specifically mentioned HRDs in their plans. This reality could raise a question of sustainability of this program as well as a challenge of building up stronger coalition on HRDs issues. Moreover, this comes out as an alert for THRDC to reconsider its membership eligibility criteria.

3.3 STRATEGIC OBJECTIVE ONE – ADVOCACY

The SO1 reads 'legal and policy frameworks (and practice) addressing HRD's issues improved.' It was incepted against the background that, Tanzania had relatively good substantive and procedural laws including the Constitution of the country. However, none of them had specifically and comprehensively addressed HRDs issues. The International legal instruments governing HRDs as indicated earlier on was not yet incorporated or domesticated in the local legal framework. That situation also rendered the practice (e.g. enforcement of the law) insensitive of specific rights of HRDs. As such, HRDs were subjected to numerous mistreatments including killings. To rectify this situation, THRDC embarked on the advocacy initiatives.

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In order to achieve this SO, five outputs were devised, namely;

- Advocacy for ratification and domestication of international and regional human rights instruments related to HRDs;
- Engaging parliament and relevant government departments for improving and enactment of law and policies for HRDs;
- Improving HRDs solidarity and networking both at international and national levels;
- Improving THRDC visibility and communication; and,
- Advocating for human rights advocacy at sub-regional, regional and international human rights mechanisms.

3.3.1 Advocacy for Ratification and Domestication of HRDs' Related Instruments

The main activities under this output were making joint interventions against violations of the rights of HRDs; and, engaging in the UPR process.

It is noted that, THRDC ventured to advocate for the domestication of the 1998 UN Declaration on HRDs Rights; ratification of the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT) of 1984; and, implementation of UPR processes through follow-up of previous (2011) recommendations and submission of recommendations on the second UPR cycle in 2016.

The review team has observed that, more efforts seem to have been exhausted in regards to the UPR process. There are scanty records and therefore notable results on how it engaged in the other two instruments. However, UPR's recommendations highlighted some issues on HRDs and ratification of CAT. Paragraph 3.3.5 below gives details of UPR process.

Review Comment 3.2: Needed a refocus on press statements, situation reports and advocacy strategy/policy

Despite the usefulness of the advocacy strategies, THRDC will have to make it better during the coming phase of SP. The suggested reforms on advocacy are:-

- Press statements should be issued against issues which are directly relating to THRDC's core functions (security concern or protection of HRDs) in order to avoid a trap of being 'master of all junks.' In this way, it will also be easy to measure impacts of its statements unlike the current situation which renders it difficult to do so. For instance, a press statement released on 9th September 2016 about the restoration of withdrawal rights of pension funds was, to a large extent, irrelevant to THRDC.

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- THRDC should continue to empower and encourage its members to be able to issues press statements of HRDs' concerns basing on the respective thematic areas and zones. This will enable it to focus only on national or international based HRDs' issues.

- Reports on the situation of human rights defenders can be improved by; (a) adding legal provisions (national and international laws) as standards against which the situation was measured – for each component; (b) increasing primary data as it is now predominantly relying on desk reports especially newspapers; (c) including a comparative analysis of the situations in terms of issues, geographical location, with other East and the Horn of Africa's countries, etc; (d) contents' flow reflecting the 1998 UN Declaration on HRDs' Rights; (e) translated into Kiswahili language; and, (f) make some policy briefs on pertinent issues from the reports.

- The protection and security needs assessment report should be updated by conducting another baseline survey on the same. The new baselines should be more disaggregated in terms of gender and age (e.g women, children, elderly, youth, etc); thematic areas (e.g. journalism, pastoralism, higher learning, corporate business, etc); and, geographical locations (e.g Dar es Salaam against upcountry or Zanzibar against Mainland Tanzania or urban against rural, etc).

- There is a need for a comprehensive advocacy strategy and/or policy which will, among other things, detail main advocacy agenda over period of time (e.g. 2018 to 2023); the interaction between THRDC's secretariat and its members on advocacy issues; etc.

3.3.2 Engagement with Parliament and Government for Improving and Enacting Pro-HRDs Laws and policies

The major planned activities for this output were to conduct seminars and workshops with some Members of the Parliament (MPs); and, distributing reports and newsletters to the same (MPs). There were some engagements with the MPs especially during the new constitution making processes in 2014; government agencies particularly the police and Ministry of Constitutional Affairs; and, judiciary.

Basing on experience, any engagement with MPs needs a lot of money - which from tis review shows that the THRDC's budget components did not have a budget line on this. Second, it is increasingly becoming impractical and ineffective to engage with MPs because of the current political context in which the debates in the parliament much depend on interests of top political leadership and not necessarily national issues. As such, there are public feelings to the effect that even the legislature has surrendered its 'freedom' to the executive arm of the State.

Third, THRDC did not have a clear advocacy agenda nor had it some agenda which were comprehensively or systematically packed to address the MPs. This is partly attributed to lack of an advocacy strategy and/or policy as suggested earlier.

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However, notwithstanding those weaknesses, the review team noted that, the organization effectively engaged in election and new constitution making processes. In this process, it managed to mobilize CSOs and pursue them to have common human rights agendas to be included in the proposed new constitution. As a result, a number of suggested issues such as to have the constitutional recognition and protection of HRDs were considered. However, the constitution making process did not reach its end as the process was faulted by most of opposition parties. The constituency assembly was boycotted by these parties under their lose coalition termed as 'UKAWA.' Moreover, the funds and time were all not enough to carry the process to the referendum level. It eventually stalled in 2014 to date. THRDC managed to revitalize the constitution making process in November 2016. Its strategy of engaging 'unusual' stakeholders such as religious leaders yielded strong results.

The session caught media attention. It also attracted a huge public debate. However, there was no continuity of this agenda or its result. There is still a room of redoing it sustainably especially if constitution making process (national dialogues) will be embodied as one of the outputs in the next SP and THRDC's members will be encouraged to have specific budget lines on the same – in order to have a large public mass and uproar.

The Coalition championed the development and publication of the election manifesto which suggested inclusion of human rights agenda in election campaigns. Some of the issues raised included protection of HRDs. Evidently, low number of violence incidents during 2015 elections was contributed to presence of these kinds of initiatives.

3.3.3 Improvement of HRDs' Solidarity and Networking

According to the baseline report cited elsewhere in this report, the level of networking and solidarity of HRDs at all level was very low in 2013 going back. Therefore, there was a need to devised strategies which will contribute to the improvement of the HRDs' solidarity and networking.

The major actions or activities planned for this result area were to conduct the Tanzania HRDs Day each year; and, attending meetings and workshops. The HRDs day has been commemorated on 28th April each year since 2014. It offers a platform on which HRDs discuss their issues and air out their concerns for actions. The HRDs' day also facilitates organizations to network with those who performed well in human rights defending being awarded as a way of recognizing their efforts and publicizing HRDs' rights as well. One of the winners of these awards told the evaluation team that, 'the award is a catalyst for me to do more work in protecting our rights against bad practices.' Besides, the Coalition has been facilitating the civil society organizations (CSOs)' directors' dinner since 2015. This is noticed to be an innovation as it was not within the SP under review. The said dinner is funded by the directors themselves plus a support from the Foundation for Civil Society (FCS).

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As for the workshops and meetings organized and attended by THRDC between 2013 and 2017, those too have been avenues through which THRDC pursued its agenda especially raising awareness on the legal rights and recognition of HRDs. As said earlier under Part Two of this report, one of the challenges currently facing HRDs is absence of the law which recognizes and protects them. Table 3.1 below indicates some of the meetings attended between 2013 and 2017.

Table 3.1: Meetings Organized and Attended by THRDC from 2013 to 2017

Year	Meetings Attended (Agenda) and Place	Some of Notable Results after attending Meetings
2013	10	Increased networks at national and international level (advocacy and survival strategy). Digital security knowledge for THRDC staff improved. The THRDC acquired observer status with the ACHPRs. THRDC visibility and reputation increased – amassed more support (sustainability strategy).
2014	100	
2015	180	
2016	50	
2017	70	

The evaluation team noticed that, the major result of networking especially through the HRDs' day is increased awareness and recognition of HRDs' rights. For instance, the 2017's HRDs' day was officiated by the Vice President of the URT, Her Excellence (H.E) Mama Samia Suluhu Hassan. Her speech was read by Prof. Palamagmba Kabudi, Minister for Constitution and Legal Affairs. In her speech, Mama Samia said, among other things, that 'I would like to assure you that, the government of United Republic of Tanzania supports you and will always be ready to work with you in making sure that we create a good environment in which human rights are respected, protected and promoted.' This firm commitment could be interpreted as a good advocacy result. However, more efforts are needed to have the laws, policies and plans reflecting what the Vice President promised to ensure.

Review Comment 3.3: Needed focused advocacy agenda and systematic intervention strategies

The evaluation team is of the view that, THRDC will have to streamline or focus its advocacy agenda to a few things and through various intervention strategies. One of the strategies could be, to have only one agenda for all of its members and THRDC's secretariat to be pursued every year. For instance, it can popularize the 1998 UN Declaration on HRDs' Rights and engage with decision makers such as

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the Law Reform Commission (LRC) of Tanzania; CHRGG; Ministry of Constitution and Legal Affairs; and, parliamentary committees. Along with the popularization of the 1998 instrument, the Coalition could also engage with the implementation of the Model Law for HRDs, which was launched on 24th October 2016 during the 59th session of ACHPRs in The Gambia. Second, it is viable to focus on some of the HRDs' principles or rights instead of having the whole law in place. THRDC may wish to engage with the government's national related human rights plan such as the National Human Rights Action Plan (NHRAP), which is due to being reviewed and formulate the new one for 2018-2022 years. The coordination of the formulation of the new NHRAP would be under CHRAGG through UNDP's support. This suggestion comes from an observation that; the current advocacy approach was rather haphazard – without clear internal policy direction. Therefore, the advocacy actions were not systematic and not target-based to drive the processes towards broader results (changes).

3.3.4 Improvement of THRDC visibility and Communication

The sole activity on this output was maintaining the THRDC's website and social media accounts. The organization has social media accounts in Facebook, Tweeter, Instagram and Whatsapp. It is notable that, the numbers of users, subscribers and followers of these accounts have been increasing time as shown in Table 3.2 below:-

Table 3.2: Trends in Users, Subscribers, Followers and Commentators of THRDC's Social Media Accounts

Media Account	2013	2014	2015	2016	2017	Number of Users/ Impressions/ Followers Per Day & Other Remarks
Facebook	4,234	5,000	7,680	19,000	21,570	The number of users keeps on increasing depending on the posts per day. An average of 100 persons visit and comment these social networks outlets per day.
Tweeter	27	360	410	634	1,090	
Instagram	-	-	-	722	1,069	
Whatsapp	-	-	100	300	600	

Source: THRC Progressive Reports 2013-2017

The review team asked members on the usefulness of the whatsapp group, which brings together THRDC's members and other persons. At least 60% said that, it is 'very' useful way of sharing information, engaging in social issues and debating some pertinent issues. The THRDC is recommended to continue with all these social media accounts.

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Table 3.3 below summarizes members' opinions on the effectiveness of THRDC communications and other related issues: -

Table 3.3: Members' Opinions on the Level of Communication and Intervention Strategies

N = 46 Members Opinions on …		Very Good	Good	Fair	Weak	Very Weak
Promptness of communication and feedback from THRDC		28%	64%	5%	2%	1%
Frequency of contact moments by THRDC:	Electronic communications	82%	15%	-	3%	-
	Physical visitations	2%	11%	42%	45%	-
Demeanor of THRDC's staff (e.g. responsive and supportive?)		4%	33%	46%	15%	2%
Level of support provided by THRDC to member – in realizing results		21%	52%	27%	-	-
THRDC's presence is visible and respected.		40%	51%	10%	1%	-
THRDC's interventions are implemented/ bringing some changes.		39%	41%	15%	2%	2%
Sustainability of THRDC's interventions and results.		7%	18%	73%	2%	-
Support and work of THRDC meet your expectations – as a member.		11%	20%	67%	1%	1%

Note: Very High (81-100%); Good (61-80%); Fair (41-60%); Weak (21-40%); and, Very Weak (below 20%).

The Table above is self-explanatory. That, according to members, there are areas which THRDC have performed well and, a few other which the organization will have to work hard towards improving them.

Moreover, THRDC will have to address the issue of branding its name as a way of improving further its visibility. Branding, being a technical issue, needs to consider a number of things including the logo and the way in which the Coalitions documents and other publications are prepared.

Review Comment 3.4: A Need to improve THRDC's branding for more visibility – Need for full time Information Officer

There must be a house-style of all THRDC's documents in terms of color texture, placement of logo, font types and the like. Inconsistent use of the logo should also be checked. THRDC can come out with other simple ways of branding such as insertion of its name and/or logo in key holders, stickers, t-shirts, wrist bands, spare wheel covers, etc. As it moves towards a scale up level of growth, branding is imperative as it can help the organization to amass more public support, which is a survival and advocacy strategy at the same time. The current arrangement of publishing banners and hand on during all strategic meetings is highly recommended. In addition, the organization will need to have a full time Information Officer who will be ensuring branding, visibility and other related issues such as updating of the website and feeding social media with information as appropriate and and good time.

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3.3.5   Engagement in Human Rights Advocacy at Regional and International Mechanisms

It is noted that, THRDC engaged in a number of regional and international human rights consultative meetings including the Ordinary Sessions of the ACHPR at Banjul in the Gambia from 2013-2017; the Geneva UPR pre-session in 2016; and, the UPR review session at the United Nation Office of the High Commissioner of Human Rights in Geneva. As the result, THRDC acquired observer status to the ACHPR in 2014 (among other benefits, some indicated below).

Of more notable effect has been its (THRDC's) engagement in UPR process since 2014. It held the first meeting on this process in 2014, which was aimed at raising awareness on UPR among stakeholders. The session drew attention of local and international stakeholders including the delegates from the UN Human Rights Advisors. It was from this meeting when a plan to start tracking down progress of implementation of the 2011 UN Human Rights Council (HRC)'s recommendations to Tanzania was incepted. From that year on, THRDC managed to amass more support[5] and pressurized for implementation of the comments. As a result:-

The national human rights institution (CHRAGG) picked up the movement and added more pressure;
The solidarity of CSOs on UPR increased; and,
The number of NGOs delegation from Tanzania to attended UPR pre-sessions in Geneva expanded from only 3 to 20 in 2016. This meant that, more NGOs had an opportunity to present their interests based on the thematic areas.

However the evaluation team is of the view that, (i) there is still more work to be done to pursue the government to implement the recommendations issued by the HRC; and, (ii) domestication of the 1998 UN Declaration of HRDs into national laws or policies has had no remarkable progress realized. The next SP could come out with better advocacy strategies on all these. There is also a need to engage more systematically with other stakeholders, especially THRDC's members who claim to have similar programs on UPR.

3.4   STRATEGIC OBJECTIVE TWO – CAPACITY BUILDING

The SO2 reads 'the media and HRDs capacity to effectively participate in the HRDs' protection processes improved.' This outcome was incepted against the baseline's finding that, the concept of HRD was relatively new in Tanzania. In many cases, most of the people mixed HRD work with ordinary human rights activism. Therefore, protection and promotion of HRDs' rights were generalized and therefore inadequately safeguarded. The general public itself did not understand all these issues relating to HRDs.

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[5] Some partners mobilized and supported THRDC on this process including DANIDA, Foundation for Civil Society (FCS), UPR Info International, OSIEA, HIVOS International and, WE EFFECT.

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The situation was critical also because HRDs themselves did not understand self-protection skills. As a result, they found themselves falling preys of assaults, killings and other forms of abuses.

In order to realize this SO, three outputs were formulated, namely:

i   Existing and new HRDs are made aware of their rights and empowered to protect themselves;

ii   The media practitioners (mainstream and social) are empowered to protect themselves, monitor and report on human rights' abuses against HRDs; and,

iii   HRDs are empowered in modern human rights ideas, international human rights systems and mechanisms as part of continuing education for HRDs.

The evaluation team noted that, the training package of THRDC's involved three categories of trainees; namely, newly identified HRDs, existing HRDs (from different thematic groups and zones) and HRDs working in media sector. The broad issues covered were:

i   Physical and digital security management; and,

ii   Domestic, regional and international human rights mechanisms pertaining to general human rights system and HRDs protection.[6]

3.4.1   Awareness and Empowerment of Existing and New HRDs on Protection Rights

The concept of HRD was relatively new at the time when this SP was incepted in 2013. Most HRDs were unaware of both physical and digital security. A total of 95% of the 200 visited human rights NGOs during the survey were unaware of security management and protection measures. This is why THRDC embarked on awareness and empowerment programs on the same.

The evaluators established that, at least 1,516 HRDs were trained between 2013 and 2017. The aim was to make them aware of their capacity, vulnerabilities and, hence, make them able to react to any situation basing on their powers. It was reported from the THRDC's members interviewed during this review process that, the trainings have been useful to them especially in terms of understanding what HRDs' rights are all about. Two respondents of Mwanza and Arusha said that, they were in the process of incorporating protection issues into their programs.

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[6] According to the capacity building program officer, all these were structured trainings delivered with aid of training manual. The second broad topic on international human rights system was introduced in 2015 as a refresher course for HRDs. Apparently, the second topic was partly influenced by THRDC's engagement in UPR process because most of what covered in this topic was on UPR issues besides THRDC's innovations on empowering HRDs to use not only domestic but regional and International mechanisms in promoting and protecting HRDs rights.

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Table 3.4 below indicates a total number of capacity building trainings organized by THRDC during the period under this review: -

Table 3.4: Trainings Organized by THRDC to New and Existing Members from 2013 to 2017

Year	Total Number of Training Sessions	Number of Trainees [Fe = Females/ Me = Males]				
		New HRDs		Existing HRDs		Total of Trainees Per Year
		Females	Males	Females	Males	
2013	2	20	30	30	33	113
2014	7	10	23	126	200	359
2015	8	15	17	120	151	303
2016	10	10	25	200	236	471
2017	6	13	22	100	135	270
Total:	33	68	117	576	755	1516

Source: THRDC's training and progressive reports 2013-2017

Getting direct and tangible results of the trainings provided to THRDC's members has not been easy. Also, available data on trainees were not gender segregated in terms of sex, age and disability factors. The only segregation factor considered was geographical locations from where the trainees were coming from.

However, despite those minor record keeping discrepancies, contacted beneficiaries of the trainings agree that the trainings contents and methods plus materials were very good and useful to them. There are some challenges though on the training approach used as well as the envisaged follow up. It was noticed that, the trainees (THRDC's member organizations) failed to apply the knowledge gained back to their respective organizations. First, there was a challenge of feedback mechanisms and second, the practicability of the knowledge gained. For instance, none of the members physically visited including THRDC itself had applied full range of requirements of security management e.g. installation of security cameras. The other concern was on the coverage of the trainees. The review team learnt that, the trainees are normally one or two representatives of the member organizations. It seems that, the current training approach needs an alternative method as it has not been effective enough in reaching out many members at institutional levels. Moreover, as said before, after the training, there was no feedback mechanism – to their (trainees') offices. In other words, the sustainability of the knowledge gain at institutional level is not guaranteed especially when a trained individual staff of member organization quits the organization.

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3.4.2   Empowerment of Media Practitioners on Monitoring and Reporting of HRDs' Abuses

It is noted that, the 2013 needs assessment and this report's brief contextual analysis indicated that, media practitioners were more at risk of human rights abuses than most of other HRDs. Therefore, the review team found that, it was a prudent idea to have special training sessions for media. The sub-groups targeted included the journalists, editors, social media aggregators, information officers and bloggers. Table 3.5 below indicates the total number of training sessions organized and media practitioners trained by THRDC during the period under review:-

Review Comment 3.5: Needed additional training contents and new approaches

- The review team is of the opinion that, owing to the current state of affair in which security of HRDs is still a major issue of their concern; and, owing to the level of understanding and awareness of HRDs' issues; also, due to recent developments at international and national human rights frameworks (e.g. newly enacted laws in Tanzania mentioned earlier on INCOMPLETE and, adoption of Model Law for HRDs during the 59th session of ACHPRs), there is a need to:-

- Review the current training modules. This should be informed by the already proposed baseline survey or needs assessment study – which will identify current capacity building gaps on security management.

- Ensure that coverage of the trainings include a topic on Organizational Development (OD) issues such as planning and management, proposal developing and other fundraising skills. THRDC being an umbrella organization, in which its existence exclusively depends on the health of its members, is duty bound to ensure that its members' wellbeing are improving. Currently, most (over 80%) of its members were in pathetic financial conditions and they largely depend on one or two funders – FCS and LSF.

- Encourage member-to-THRDC's training using a demand driven approach. This will enable THRDC's secretariat or its ZCPs to train member organizations right at their respective offices. In this way, all of their staff and board members will participate directly. However, implementation of this suggestion presupposes presence of training budget lines in members' programs. A question of facilitating them on OD issues becomes very relevant here.

- Design the refresher courses or training sessions to respond to all contemporary HRDs issues apart from UPR and international human rights systems. A mechanism should be put in place in which members will be suggesting issues they need to be trained on from time to time.

- Include some components on advocacy skills in order to link SO 1 on advocacy with this SO 2 on capacity building. This will bring a good correlation between advocacy and training on HRDs issues, unlike the current situation whereby the two components seem to miss an intrinsic link.

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Table 3.5: Number of Training Sessions and Trained Media Practitioners from 2013 to 2017

Year	Total Number of Training Sessions	Trainees Media People		Total of Trainees Per Year
		Females	Males	
2013	-	-	-	-
2014	2	10	20	30
2015	6	60	95	155
2016	5	36	94	130
2017	3	20	60	80
Total:	16	126	269	395

Source: THRDC's trainings and progressive reports 2013-2017

Three journalists interviewed during this review claimed to have more confidence in reporting human rights issues despite the fact that the current political leadership was not tolerant of critics or alternative views. There has been an increase reporting of human rights abuses including ones relating to HRDs. For instance, for 2016 alone, a total of 40 articles or stories were reported by regular print media. This is an average of 3 stories per month or 1 story every week. It is also worth noting that, THRDC has managed to create an authoritative position whereby journalists tend to seek legal opinion in most of national issues trending over period of time. The evaluation team saw some of the stories covered by print media and found that, the journalists were able to differentiate between ordinary human rights issues and those relating to HRDs. For instance, on the 27th November 2015 the Guardian Newspaper quoted former Chief Justice Othman Chande the importance of protecting human rights groups in Tanzania.

Review Comment 3.6: Need to review media engagement strategy especially in trainings

It is proposed that, THRDC should sustain this media empowerment component in its next SP. However, it needs to scale it so that even editors, media owners and press clubs will be involved in these trainings from time to time. One of the journalist HRD interviewed during the review process said that, there would be a possibility whereby the editors will not be publishing human rights related stories due to the alleged media censorship and threats. For instance, at the time when this evaluation report was concluded in January 2018, all big TV stations were (heavily) charged fines by the Tanzania Communication Regulatory Authority (TCRA) on allegation of reporting on 'unbalanced' story on human rights situation during the December 2017's by-elections. The situation report was released by LHRC.

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Second, as it is suggested before in Paragraph 3.4.2 above, there is a need to reach out more journalists and other media practitioners. The best approach for mainstream media could be through their press clubs. THRDC can use these clubs as its trainer of trainees (TOTs) and institutionalize an engagement with them through featuring an output on the same. As for bloggers, it is suggested that, THRDC could encourage them to form a union of bloggers and then, use the said union as its TOT.

Third, refresher courses or training for media people is equally important. There are newly enacted laws such as on media services and cyber crimes which directly affect these people – but, some of them were not aware of the same. The review team understands that, this suggestion presupposes presence of substantive budget and lots of engagement. As such, there is a need for THRDC to continue cultivating strong relationships with specialized institutions on this aspect such as the Media Council of Tanzania (MCT); the Misa-TAN; the Tanzania Media Women Association (TAMWA); and, the Tanzania Media Fund (TMF). These relationships will help the Coalition to infuse its trainings within other processes of these umbrella bodies.

Fourth, some members raised concern that, the trainings attract participation of urban based media people. Therefore, there is a need to ensure that, good representation of participants, including those from rural areas, is secured.

Last, there is a need to devise a mechanism of receiving feedback from the trainees on the status of implementation of the knowledge gained. This begins from having clear and practical action plans after the training and then putting in place follow up tools and procedures preferably as part of the anticipated M.E&L system.

3.4.3   Continuous Empowerment of HRDs on Modern Human Rights Issues

This output was introduced in 2015 for the purpose of informing HRDs about the various regional and international mechanisms relating to protection of their rights. The contents of this broad topic included procedures of accessing regional and international mechanisms for protection and advocacy purposes. The output was designated as an avenue for refreshing knowledge on contemporary issues happening around the region and globally. It is noted that, a large part of this output was on UPR process.

According to the records, at least 1,044 HRDs were trained on contemporary human rights issues between 2015 and 2017. The topics covered were introduction to regional and international human rights mechanisms; how to engage in UPR; human rights reporting and documentation; and, empowerment to HRDs working on Persons living with Disabilities (PWDs) rights on how to access PWDs' human rights mechanisms.

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As the result of the trainings, they were able to successfully engage in the UPR mechanisms; use forums such as the East African Court of Justice to challenge draconian laws particularly the Media Services Act of 2016; and, preparing the alternative report on rights of PWDs to be submitted to the UN Committee on PWDs.

Review Comment 3.7: Training should be more holistic – to bring right holders and duty bearers together

The evaluation team considers this initiative (of having refresher course on contemporary issues) as a good approach especially due to the fact that, human rights jurisprudence tends to change very fast all the time. However, the training content need should come from the trainees to augment what THRDC finds necessary. Secondly, it could be useful if duty bearers and other key stakeholders are made part of the training wither as trainees or trainers. An attempt of doing this during the 2015 elections yielded positive results as said earlier. In Arusha, the election committee which is comprised of THRDC's members and law enforcers has remained intact and operational after the 2015 training and electoral processes. This could be taken as a good lesson. It can also be a more effective advocacy approach when right holders (HRDs) and duty bearers (government) are brought together in the same training venue. This would be an opportunity for them to dialogue protection issues in a more practical way.

3.5   STRATEGIC OBJECTIVE THREE – PROTECTION OF HUMAN RIGHTS DEFENDERS

The SO3 reads 'protection mechanisms established and accessed by HRDs at risk.' The idea behind this was that, security of HRDs was regarded as important for them to work confidently and effectively. Therefore, there was a need for THRDC to enhance the security and protection of the HRDs by developing various skills, capacities and strategies to allow them to improve the level of their self-protection and protection of others who depend on presence of them (HRDs). The baselines report of 2013 revealed that, most of HRDs were intimidated, illegally arrested, harassed, assaulted, tortured, disappearance, and branded bad names in the course of their names. Moreover, only 7 (being 3.5%) offices out of the 200 visited during the baseline survey had security policies; and that, almost all HRDs in Tanzania were not having security awareness.

In order to realize this SO, three outputs were devised, namely: -
- Established and strengthened self-protection mechanisms for HRDs;
- Establish an emergence protection fund for HRDs at risk; and,
- Documenting violations of HRDs and issuing a report on the situation of HRDs in Tanzania.

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This is a core function of THRDC and, it is what differentiates this network and others in Tanzania. Therefore, it is implied that, advocacy and capacity building programs were to feed into this program. Indeed, this is what happened. For instance, the training contents as said earlier on, predominately focused on protection and security management issues; while the advocacy program focused on creating safer environments for HRDs to work in Tanzania. It is also noted that, the SP under review was designed to address prevention and control measures as well. A large part of prevention was done through knowledge and skills acquisition of protection and security issues; while, control was being implemented through assisting HRDs at risk and by encouraging them to establish self-protection mechanisms such as installation of security cameras.

Despite the notable successes presented in this and other reports, there are obvious areas on protection which will need further improvements in the next SP. These areas are highlighted in the next sections of this report.

3.5.1   Self-Protection Mechanisms for HRDs

The 'protection mechanism' is defined in THRDC's documents to mean method or system set up by organization or state to ensure HRDs at risk receive the necessary support to mitigate the risk they are facing so as to enable them to continue with their human rights work. It is noted that, with this in mind, a number of related activities were implemented during the period under review. Such activities include; conducting needs assessment; mapping of stakeholders on media security; provision of security gears to journalists during the 2015 general election; developing a security hand book for protection of journalists; establishing a task force to deal with safety and security of journalists and in 2017 a Declaration was passed in Nairobi for the establishment of Protection Mechanisms at the national level. Efforts are underway to institutionalize the same in Tanzania.

The members, including the direct beneficiaries of legal aid service considered it as being 'prompt' and 'sufficiently' done. Some of HRDs assisted in recent years were the two officers from Mwanza based THRDC's member called Action for Democracy and Local Governance (ADLG). These two were arrested in Kishapu district Shinyanga region on the allegation of unlawful assembly. The order came from the District Commissioner (DC). THRDC fielded an Advocate to assist these two officers who have their case pending in court. The ADLG's Director told the review team that, the DC is no longer interrupting their outreach work in this district knowing that the organization has some lawyers to defend it. Another incident involved the MwanaHalisi editor who was summoned by the Director of Criminal Investigation (DCI) on allegations of publishing false news. The MwanaHalisi is a local newspaper which has been under constant battle with the government due to its investigative journalism style of reporting. THRDC helped the editor in responding to some issues and he was not disturbed again. The third recent incident is about Loliondo area, Ngorongoro district, Arusha region where in August 2018, the government tried to evict

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the local communities (most of them being Maasai pastoralists) from their traditional land. The elders of Loliondo approached THRDC, which also reported this incident to CHRAGG. As a result, on 5th September 2017, CHRGG issued a stoppage order and the evictions stopped.

It is also noted that, THRDC tried to apply an inter-boarder protection approach (termed as 'protection referral program') through its international partners including Frontline Defenders, Protection International, Defend Defenders, MLDI, FIDHH and European Union Emergence Funds. At least 73 HRDs were assisted through this scheme between 2013 and 2017.

The evaluation (review) team understands a challenge of fundraising and allocating funds for this kind of program. Indeed, it is one of the SP's components which had so many issues needing finance but, remained inadequately funded as the financial analysis in Section 3.6 of this report shows. Second, it is notable that, legal aid service provision took a large part of this SO's activities while it was not institutionalized in terms of specific activities and an officer to coordinate it. Third, the intra and inter referral mechanisms are not guided with specific code of conduct despite the fact that they are very sensitive human rights and legal procedures.

Review Comment 3.8: Further improvements needed to enhance protection of HRDs' program

- In order to have improvement for HRDs protection, the review team proposes for the next SP to:
- Allocate sufficient funds for this component. The proposed needs assessment can help in having a more accurate budget projection.
- Institutionalize legal aid service provision by, among other things, designing a legal aid model in the context of HRDs. This will facilitate THRDC to fundraise for it from various sources. The proposed model should incorporate a legal empowerment approach (LEA) in service provision in order to address both control and preventive issues relating to particular legal problems.
- Design a referral mechanism system and guidelines or standard operating procedures (SOPs) for local and national HRDs that would be in need of referral services. It is important that the intra (local/ national) referral mechanism is well defined from the source to a particular THRDC's member and then to zone coordinating office. If it fails at these levels, it can be referred to the secretariat in Dar es Salaam.
- In the same vein, there is a need to decentralize the protection mechanism. The evaluation team is of the view that, the current micro-approach in which THRDC's secretariat runs on and off to incidents reported from upcountry and everywhere, would render it impossible for the secretariat to handle all of them effectively if multiple incidents needing protection would occur. The proposed SOPs would guide upcountry members who are at the vicinity of the incidents to work on some of the protection issues.

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- There is also a need to continue pursuing members, other human rights defenders including THRDC itself to establish physical protection systems like security cameras. None of the members consulted physically during field work had established any security system.

It is also noted that, THRDC did another innovative work which could fall under the self-protection output. The government through the Registrar of NGOs instructed all NGOs to appear before it for verification. The purpose of this exercise was unclear but it was tricky for the survival of NGOs. Therefore, THRDC promptly reacted on this by fielding its observers throughout the country, who worked closely with the registrar's office from 12th August, 2017. As a result of this intervention, the exercise ended up without any 'harm' on the part of NGOs.

3.5.2   Emergence Protection Fund for HRDs at Risk

It is noted that, an emergence protection fund was designated by the THRDC as a way of improving the security and protection of HRDs and their organizations. The fund was established in 2013 immediately after initiation of the protection desk in the same year. It was used to improve physical security of an organization, legal support, and medical support for HRDs who have suffered attack, pay for their counseling, and short term reallocation if necessary. The THRDC provided emergence of fund up to USD 6,000 per a single case, depending on case to case basis.

The fund was intended to cover emergency issues like temporary relocation; legal aid (assistance for HRDs who have been arrested; prosecuted, etc); fact finding missions; referral assistance; medical support; etc. Table 3.6 below indicates a number of HRDs at risk who were assisted by THRDC under this fund between 2013 and 2017:-

Table 3.6: Number of HRDs at Risk Assisted by THRDC from 2013 to 2017

Year	Total of HRDs as Clients Per Year	Nature of Services Offered
2013	08	
2014	17	
2015	10	Legal representation
2016	16	Short term relocation
2017	22	Medical support
Total:	73	Referral assistance

Source: THRDC's training and progressive reports 2013-2017

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Out of the 73 HRDs assisted, 23 of them were relocated from risky environments to other places. Medical support was given to a number of defenders including the outspoken opposition leader, Mr. Tundu Lissu after being severely attacked in Dodoma region in September 2017.

3.5.3   Documentation and Publication of HRDs' Situation Report of Tanzania

It is established that, documentation of HRDs issues was done in two ways. First was the manual process after gathering secondary and primary data; and, second, electronically through an online database system known as CiViCRM, which has been used since August 2017. The CiViCRM system was generously financed by the Defend Defenders organization.

Documented data has been a useful ingredient for the preparation and publication of the Annual Situation Report on HRDs, which was produced consistently between 2013 and 2016. The 2017 report was being finalized at the time of this evaluation.

The evaluation team is of the view that, documentation and publication of the said report and other publications presupposed the presence of a comprehensive research component in the Coalition. However, as said earlier, this skipped the attention of the organization especially when they were unpacking the SP into an OP in 2015. Notably though is the presence of desk analysis for the HRDs' situation report; and, fact finding missions which were held in response to some violations. At least 12 fact findings missions were conducted between 2013 and 2017 and those were in respect of, among other things, the killing Mr. Daudi Mwangosi, a journalist in Mufindi district Iringa region in 2013; farmers-pastoralists conflicts especially in Morogoro in 2017; the missing of Mr. Azory Gwanda, a journalist in Kibiti area, Coast region in 2017; etc.

Review Comment 3.9: Needed to show outcomes of the fact finding missions

The THRDC has organized an average of between 2 and 3 fact finding missions per annum. However, the results or rather, outcomes of the missions should be analyzed. Second, it is important that the organization embarks on these kind of missions and ensure that it monitors the progress till the end. For instance, Mr. Gwanda is still missing for more than 80 days by February 2018 but no further efforts were made to push the authorities to trace his whereabouts. There is also no investigation or prosecution process which has been launched against the assailants who attempted to kill Mr. Tundu Lissu in 2017. All these raise a question of the usefulness of the fact finding missions.

The 'documentation' component of the program is very relevant. But it needs a lot of improvement. Some of the proposed areas of growth include: -

i   To have a specific room (library) where THRDC's publications and other materials from different sources will be stored for public use;

ii   To have on-line library where members and other persons will be able to access documents easily. This could be one of the components in the current website; and,

ii   To link up with high learning, research and other institutions for purposes of sharing publications and library users.

As for the 'Report on the Situation of Human Rights Defenders in Tanzania', this is an instrumental mouth piece for airing issues concerning HRDs in a particular year. It is the only authoritative report on HRDs' situation in Tanzania. Three editions have been published during this review period.

Press Releases as Chip-in Strategies

Press releases were also used as human rights follow-ups and protection mechanisms. A good number of press statements condemning human rights abuses were issued during the period under review. The designing of the statements has been improving overtime. Initially, the statements were too argumentative. But, later on, they were improved to being catchy and straight forward. This is highly recommended. The evaluation team considers press statements as quick and useful ways of communicating an issue of concern over period of time. This was done well. As Table 3.7 below shows, a total of 62 statements were issued between 2013 and 2017.

Table 3.7: Press Statements Issues by THRDC from 2013 to 2017

Year	Number of Statements Issued		Notable Results of Some of the Press Statements Issued
	By THRDC Alone	By THRDC with Partners/ Members	
2013	4	1	The release of a musician Ibrahim Musa alias 'Roma Mkatoliki' and three others who were abducted by unknown people in April 2017.
2014	6	2	
2015	7	3	
2016	15	4	CHRAGG issued an injunction against the intention of evicting pastoralists from their indigenous land in Loliondo, Ngorongoro district in 2017.
2017	10	11	There was a smooth NGOs' verification process by the Registrar of NGOs in Tanzania.

Source: THRDC's training and progressive reports 2013-2017

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As said earlier, THRDC managed to produce HRDs' situation reports.[7] The reports have weighty contents on HRDs and are well written. A large part of the reports was based on desk review especially of newspapers. There is a room for improving the contents of these reports through the proposed research component; to have specific budget on this in order to bring in primary data as well; and, encouraging members to share their progress reports especially if such reports include some components on HRDs' issues. Other publications prepared and disseminated by THRDC during this period under review included: -

i   The annual reports of 2014, 2015, and 2016.
ii   The calendars with some advocacy messages or pictures.
iii The protection and security needs assessment report of 2013.
iv   The CSOs Election Manifesto of 2015.
v   Newsletters on THRDC's work and on the UPR process.
vi   Advocacy Charter on Persons with Disabilities (PWDs).

The annual reports have also been improving over time. The reporting is excellent as it traces each outcome and outputs. The pictures and graphs in the report are also impressive. A summary of the financial statement is also included. The stakeholders interviewed commended the Coalition for this transparency approach and encouraged it to sustain this reporting.

The notable results of those publications include increased recognition of HRDs' rights in Tanzania; and, increased pressure of human rights activism on HRDs' rights. A lecturer at Saint Augustin University of Tanzania (SAUT) Mwanza region, told the evaluation team that, publications from THRDC have widened her scope of understanding human rights jurisprudence. 'We focused on traditional human rights generations like civil, political and economic rights. These are well known. At once, I learnt about gender rights; and now, through engagement with this organization (THRDC), I have new knowledge ...!', the Lecture told the team. He also said that, his human rights department was in the process of suggesting to the university senate to review the human rights teaching curriculum in order to incorporate HRDs' issues in it. He considers HRDs' rights as 'more practical' than others in the current context. THRC can use this as a strategic opportunity to engage with elite youth who are currently victims of human rights violations due to their desperate needs for employment, money and other things. For instance, most of the cyber crime 'suspects' charged between 2015 and 2017 were youth.

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[7] Termed as: Reports on the Situation of HRDs in Tanzania.

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Review Comment 3.10: Need to improve the form and contents of HRDs' country situation report

- Publication of this report is highly recommended to continue. A few recommendations to improve the reportinclude a need to:-
- Come out with a specific format which will be systematically followed every year in order to track-down progress of HRDs in all angles.
- Include standards against which the HRDs' situation is measured. It is recommended that, there should be a reference to the 1998 UN Declaration of HRDs' Rights and other (international and national) instruments.
- Add primary data from THRDC's members or from a specific study for this report. Therefore, a budget for this is required.
- Make its contents issue-based instead of event-based or incident-based.
- Include statistics, graphs, tables and other illustrations to make the report more interesting.
- Translate the report into Kiswahili language.
- Popularize some of its key findings into simple versions such as policy briefs or fliers.

3.6 STRATEGIC OBJECTIVE FOUR – INSTITUTIONAL DEVELOPMENT AND SUSTAINABILITY

This is a driving force of all other SOs (KRAs). It reads 'improved performance and sustainability of THRDC.' It was in THRDC's spirit that the relevance, effectiveness, efficiency and sustainability of this SP under review would have been achieved if the organization had a strong governance structure, functionality of the organs, relevant qualifications of staff and BODs, sound financial management systems and presence of operational manuals. All these were for, among other reasons, improving internal controls, mobilizing the required resources for the execution of the SOs, and ensuring the sustainability of the organization itself.

i   To achieve these, five outputs were devised, namely:
ii   Ensured availability of human resources and performance improved;
iii Ensured organizational development and good management;
iv   Ensured availability of financial resources and improved financial management;
v   Established and improved governance; and,
vi   Functional monitoring and evaluation (M&E) system and baseline indicators in place.

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Strategically, the outputs were aimed at:-

(a)   Mobilizing human, financial and physical resources;

(b)   Enforcement of financial and administrative standards;

(c)   Safeguarding the reputation of THRDC; and impliedly,

(d)   Creation of system such as BOD's charter. The four are driving forces for the growth of this organization.

3.6.1   Human Resource and Performance Improvement

The organization has a very vibrant management team comprised of workers with different professional backgrounds. The staff members have certificates, degrees and advance degrees in law, administration, finance, policies, and communication. It has 10 staff of whom 4 (40%) are female. The working force include those who are employed in full and part-time mostly volunteers. The volunteers, who comprise 20% of the current work force, are oriented to work on a full-time basis like the rest of staff.

The main activities under this output were to correct staffs' salaries; correct employer statutory contributions such as health and social security; correct allowances, staff benefits and gratuity; The execution of these activities is, to a large extent, sanctioned by the Human Resource Policy 2012 the Staff's Scheme of Service 2016 and, the circulars such as the Staff Security Allowance Circular Number 02 of 2016.

Review Comment 3.11: Need to amend or complete the Human Resources Policy

The said Human Resource (HR) Policy is quite a comprehensive document and it contains a full package of minimum employment and labor relations' terms under the laws of Tanzania. However, there are some gaps which need to be addressed. For instance, there was a Table which was supposed to be inserted at page 9 of this policy document. But, the Scheme of Service document has a Table that ought to have been at that page. Moreover, the harmonization of these two documents is highly recommended as there are some discrepancies especially in administrative positions proposed or stated by each document. Third, some positions indicated in these documents such as 'senior program officers' and 'director of programs', remained vacant throughout the period under review.

Staff Salary

The salaries have generally been paid in accordance with the scheme of service. However, the same have remained unchanged for over a period of time apparently due to insufficient funds from donors. THRDC depends almost entirely on donor funding for its administrative and program expenditures. Insufficiency of funds has also been an attributing factor for retaining two of the current workers as 'volunteers' for over a year. It is observed that, salary increment is one of the motivation factors mentioned during consultations with staff. On this, it is recommended that:

i   The organization will have to put more efforts in order to create more attractive packages. A separate assessment on this is highly recommended.
ii   The salary structures should be reviewed from time to time in order to correspond with the current living standards and market trends.
iii There is a need to ensure that payment of statutory deductions especially on social security is made in accordance with the law. The statutory 20% from employee's salary should be shared by both sides and not entirely deducted from employee's or employer's side.
iv   There is a need for a volunteering policy which will spell out issues like extent of retention and entitlements of a volunteer. The fact that a volunteer serves an organization for a long time could be a good justification for retaining him/her as permanent staff especially if he or she demonstrates outstanding performance.

Finances

It is noted from staff contracts that salaries are quoted in dollars but paid in Tanzania Shillings (TZS). This is fine especially due to frequent fluctuation of TZS. However, it is important that (i) the organization is careful in negotiating with its funding partners on the best salary rates which would factor in fluctuation of the TZS; and, (ii) the exchange rates (dollar to TZS) are observed to benefit both the organization and staff together.

Staff Benefits and Gratuity

As for staff benefits and gratuity, it was noted that, the organization offers all statutory leaves and even study leaves such as when a staff wants to pursue a course during working hours. A creation of enabling environments for staff's own development was well utilized by some of the workers. Three of them completed practical legal training courses and were admitted as Advocates of the High Court. Another one graduated in Master Degree (Research and Policy). The finance and account department's staff attended a management accounting course in January 2016. Other non-statutory benefits indicated in the HR and Staff Scheme Manuals included health insurance, staff security allowances and gratuity.

Health insurance facilitated by THRDC has been improved from being post-paid upon submission of medical receipts to being pre-paid (usual insurance scheme). The organization secured some little support on this and subscribed to ' Afya Wote' health insurance scheme offered by Jubilee Insurance Company. This scheme has a limited package of benefits. A user cannot use it for specialized services. As a way of boosting it up, the organization approached another insurance company (AAR) and was offered a package which could facilitate only two staff to access overseas treatments per year. Due to the nature of THRDC's work, comprehensive health and life insurance schemes are highly recommended.

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However, the last two have some limitations despite being important to every staff. Two organizational circulars were issued in this regard, namely; the Human Resource Circular No. 1 of 2016; and, the Human Resource Circular No. 2 of 2016. The first circular was aimed at effecting gratuity for eligible staff (who had served at least three years in THRDC); and, the second one was on staff security allowance. This too is limited to long serving staff (not defined). All these developments are useful deliberate moves and are highly recommended to be sustained in the next SP, with some improvements as follows:-

- That, in service or refresher courses should be made mandatory. The USD 900 allocated during this phase was a good practice especially if this fund was secured and utilized.
- It is important that staff performance appraisals conducted annually be informing the organization on staff capacity gaps, justification for salary increments, etc basing on the staff scheme mentioned earlier.
- That, even short serving staff should be eligible for gratuity as a way of motivating it. An arrangement could be made to differentiate the ration of gratuity between short and long serving staffs.
- Security arrangement is crucial to organization itself as an entity and its entire staff. However, the level of protection could differ from one staff and the other depending on his or her exposure to risky environments in the course of his or her work.

Management Meetings and Staff Retreats

The management meetings and staff retreats were organized periodically as scheduled. A few issues can be done to improve these meetings in next planning period. These are:-

i   In addition to the management meetings, THRDC can opt to have program implementation meetings (PIMs) which could be organized at departmental levels. The PIMs will enable responsible officers to ensure that, their work and reporting are in line with M&E Result Framework and that, results especially at output and outcome levels are captured well unlike in the current situation.

ii   The HR Manual mentions a staff representative (SR), HR Officer and Senior Program Coordinator (SPC). These three are important officials in the management meetings. The SR and HR officer can be the one to represent welfare of the staff in the management and BOD's meetings. Currently, there is no sufficient mechanism of addressing grievances. On the other hand, the SPC is important for collecting and ensuring quality control of the progress reports sent to the management and even to BODs. Lack of this person could render the National Coordinator to (i) perform multiple roles as all POs are reporting directly to him or her; and, (ii) use a micro-management approach to governance, which would reduce time for him or her to focus on more strategic issues for the organization.

iii   Recruitment of an M&E officer in order to address some challenges on mapping results and reporting as pointed out earlier in this report.

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3.6.2　Organizational Development and Good Management

The activities for this output included procurement of office equipment; maintenance; hiring of an OD expert for one year; preparation of annual reports; and, procurement of an office vehicle.

The review team has noted that, a number of office equipment were procured based on the standard procurement procedures. The equipment include a small generator for use during power breakouts; tables; chairs; shelves; printers; computers; and, an office space (rental house) at Kijitonyama area, Dar es Salaam. However, THRDC did not manage to hire an OD expert; and, did not also manage to procure an office vehicle. It is recommended that:-

i   A more powerful generator or solar system should be procured for security purposes. The current one operates during day time only due to its low capacity.

ii   A strong four-wheel vehicle is highly recommended. Almost all members interviewed needed physical learning visitation of THRDC in their offices. Some of these members are in remote areas. Therefore, an all-weather vehicle is ideal.

iii   A need to procure own plot of land and construct an office, which will include also security chambers for HRDs. The experience shows that, an acre of land could be purchased at TZS 80 Million for areas outside the city of Dar es Salaam.

3.6.3　Resource Mobilization

The result framework for this SP shows that, THRDC targeted to mobilize financial resources of USD 2,514,000 by 2017. Basing on the figures below, the organization has cumulatively managed to raise USD 1,738,150 as of November 2017. That rate is equivalent to nearly 80% of the targeted amount to implement the whole SP. Considering the fact that the organization unpacked some of the activities in 2015 when it developed an Operational Plan(OP), the total collections against activities maintained from the SP for 2015-2017 could be above 80%.

THRDC's Financial Trend for the Past Five Years 2013-2017

Source:
THRDC's training and progressive reports 2013-2017

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As such, the organization demonstrated good financial mobilization strategy since 2012/2013 when it became independent from LHRC, which hosted it from the inception phase as said in part one of this report. At least 50% of the initially mobilized financial resources in 2013 were aimed at building the institutional base of the organization. The funding partners including OSIEA, Finland and Wellspring Advisors supported THRDC with this focus in mind. Therefore, there were little results on programs. From 2014 more funding partners showed interest and started to support THRDC to develop further its institutional capacity (growth) and implement the activities in its 2013-2017 SP. The partners include an American Organization, FCS, DANIDA, HIVOS, UK Embassy and Finnish Embassy. The increased support drove THRDC to implement about 80% of the planned activities under SP despite the fact that it did not manage to mobilize 100% of the targeted funds. Again, more funding partners joined THRDC to make a total of at least 10 of them. The new partners included DIGNITY. There were also partners who supported THRDC in some specific activities. These included ICNL, Oxfam, UPR Info,USIP, MDLI, Article 19 and Action Aid.

Review Comment 3.11: Needed basket funding approach

In order to improve further resource mobilization, it is recommended that:

- The basket funding approach be used.
- Finalization of the Resource Mobilization Strategy be done.
- Recruitment of a Resource Mobilization Officer on a part-time or fulltime basis.
- Engage in non-traditional financial mobilization strategies.
- Introduce an exchange program which will offer THRDC 'free' expertise from other countries.
- Empower its members to fundraise more so that they can finance some of the activities themselves e.g. transport and accommodation to and from the trainings or meetings organized by THRDC.

3.6.4   Improved Governance

The main activities under this output were to conduct statutory meetings; conduct board annual retreat; conduct good governance training to BOD's members; and, hire a consultant for development of a board charter.

As it was said earlier, THRDC has sound governance system with three or four organs. The organs are GA; BODs; Advisory Council; and, the secretariat or management team. The meetings of these organs are termed as 'statutory meetings' as they are mandatory according to the constitution of this organization. It is established that, the level of attendance of such meetings was excellent over all five years of this phase as Table 3.8 below shows:-

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Table 3.8: Status of Attendance of Statutory Meetings 2013-2017

Years	Status of Attendance	General Meeting	Board of Directors	Management Meeting
2013	No. of Sessions	1	4	7
	% of Attendance	70	75	80
2014	No. of Sessions	1	4	8
	% of Attendance	75	80	80
2015	No. of Sessions	1	4	9
	% of Attendance	80	80	85
2016	No. of Sessions	1	4	9
	% of Attendance	80	80	80
2017	No. of Sessions	1	4	11
	% of Attendance	80	85	80

Source: THRDC's progressive reports 2013-2017

The THRDC's board is assessed to be vibrant and vigilant. It is comprised of persons with good experience in civil society sector. The membership to this board is diversified in terms of professional backgrounds, working experience, representation of thematic areas and even gender. Persons with disabilities, males, females, lawyers, accountants, journalists, social scientists and others have served in this board on a rotational basis. The leadership of the board has also changed over period of time. Apparently, it is the vibrancy of this board that has made THRDC to grow fast and steadily within the last first five years.

A Board charter which outlines a code of conduct was developed in 2016. It is a detailed document which also includes criteria for evaluating the board's performance. However, it will have to be amended in line with the proposed constitutional amendments indicated in table below (Table 3.9).

It has also been a good practice that; (i) the Board's performance was reviewed in 2015 and areas of improvement identified; and, (ii) continuous refresher courses, based on the board's own request, have been offered especially during the board retreats. There are two things which the board will need to address: -

i   Need to be using the result framework of SP more frequently as one of the guiding documents for assessing management's progress (program implementation) over time. This was not done perfectly during this period under review.

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ii Need to instruct the secretariat or management to review all provisions and propose some amendments to the THRDC's Constitution. Some of the provisions or issues needing amendment are indicated in Table 3.9 below:

Table 3.9: Proposed Amendments of Some Provisions or Issues of THRDC's Constitution of 2012

Specific Provision/ Issue	Indentified Lacuna or Legal Issue & Brief Recommended Amendment
Article 6 – Membership	'Associate membership' (Art. 6(b)) is irrelevant. Be deleted.
Article 6.3 - Membership	Add a provision on powers of the GA to re-vet and discretionary removing members considered inappropriate due to their conducts or other reasons. Currently there are so many 'irrelevant' members. Add a provision on the right of a member to be heard before their fate being decided. Membership application procedures are not clear e.g. who accepts and processes the applications?
Article 7 – Structure of THRDC	'Advisory council' (Art. 7(iv)) be deleted or replaced with zone coordinating units/ points.
Article 8 – GA	Duty or power to expel members not included. This should be indicated. 'Delegate conference' stated in this provision is impractical and has never been held. Art. 32 on proceedings of GA be transferred below Art. 8 for better flow.
Article 9 – Board/ BODs Article 12 - BODs Article 17 - BODs	The phrase 'fully paid members' be deleted. The term 'thematic representation' be defined. The term 'stakeholders' be defined. A requirement of degree course (Art. 12.1(iii)) can be deleted or strictly complied with. Membership to the BODs be limited to THRDC's members only. Therefore, Art. 12.1(v) be deleted. Suspended/ terminated Board member to have right to be heard and appeal – may be to GA.

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Article 21 – Structure of management	Will have to change if the HR Manual and Staff Scheme Policy will be changed – to refine indicated management structures.
Article 22 – Secretariat	Be reviewed as Secretariat is not rotational as Art. 22(a) implies. Rather, it is static and independent from its members. This would create unnecessary wrangles with members.
Article 27 – Finance and Administration	Appointment of the head of finance and administration is unnecessarily subject for an approval to GA. This appointment and approval should remain within management and BODs.
Article 29 – Disciplinary Committee	The HR Manual provides for 'Grievance Committee' (Clause 19.6), while the constitution terms it as 'disciplinary committee.' Harmonization of these and other terminologies and sub-organs is recommended.

The management team is headed by the National Coordinator, who is assisted by POs. Each of the four SOs had its PO and assistants. The POs reported directly to the National Coordinator. As suggested above, this practice needs to be changed so that the POs report to the SPC who then is line managed by the National Coordinator. Other suggestions on the management are indicated above.

3.6.5   Monitoring and Evaluation

The output had several activities including management meetings, staff appraisals, weekly briefs, quarterly board meetings, mid-term evaluations, external evaluations and activity monitoring/reports.

Most of the planned management meetings, evaluations, briefs and quarterly meetings have been successfully conducted for the past five years. For instance, THRDC conducted 44 management meetings out of the 60 required. It conducted all 22 Board meetings, five annual general meetings, one internal evaluation and one external and final evaluation.

THRDC has an M&E result framework which was directly deduced from the SP's logic framework through the OP developed in 2015. As suggested earlier, there is a need to (i) ensure that, drafting of an OP does not distort the SP unless there are some changes which are made to suit the situation of a particular time; (ii) have performance indicators which are fed with baselines. Therefore, conducting a baseline survey should be one of activities in the next SP; (iii) have a well designed M.E&L system; (iv) incorporate a theory of change (TOC) in the next SP; (v) recruit an M.E&L program officer; and, (vi) staff should be given M&E courses from time to time in order to improve their skills in identifying and reporting on outcome and impact levels which appear to be an issue of concern at the moment. Most of the reports are on activities and outputs.

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3.7   NETWORKING WITH THRDC'S MEMBERS AND OTHER STAKEHOLDERS

The THRDC's membership has grown from less than 50 members at the time when the SP under this review was incepted to currently 130 members. It is also established that, THRDC has been very effective when it comes to establishing and participating in networks with other NGOs and stakeholders especially ones engaging in human rights protection and security issues. Part one of this report lists some of those partners. An area of particular strength is THRDC's ability to engage with both right holders (HRDs) and duty bearers at the same time. It has also been effective when it comes to networking with international HRDs' organizations. Some of the network based interventions it has championed are; UPR process; follow-up of HRDs' cases; and, mobilization of its members' directors through a social forum as well as formal forums such as on the election manifesto and new constitution making process.

Its members are regarding it as a unique and most effective network of human rights organizations in Tanzania compared with other networks they are affiliated to. According to Table 3.10 below, members generally rated 'good' the way in which THRDC networked with them.

Table 3.10: Rated Opinions of THRDC's Members on the Way it Networks

N=46 Members opinions on …	Very High	Good	Fair	Weak	Very Weak
Level support, coordination and networking modalities with members?	21%	68%	6%	5%	-
Level of engagement with members in advocacy issues?	5%	42%	45%	2%	3%
Level of engagement with members in capacity building programs?	2%	30%	62%	4%	2%
Level of engagement with members in protection pro-grams?	12%	37%	50%	1%	-
Ability to deal with emerging (pressing) issues?	16%	67%	10%	6%	1%
Ability to sustained changes achieved?	4%	14%	29%	53%	-
Usefulness of Directors' Whatsapp Group Forum in bringing changes	72%	23%	4%	-	1%

Note: Very High (81-100%); Good (61-80%); Fair (41-60%); Weak (21-40%); and, Very Weak (below 20%).

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However, there have been some concerns that, the organization (THRDC) has been (sometimes) doing tasks of its members such as constitution process and UPR process. This is viewed by some members as a direct intrusion into their areas of focus. Yet still, a few others consider that this could put THRDC at risk while it is supposed to be in the fence to help its members once they get into troubles. Another members' concern was that, their network predominantly focused on media practitioners and indigenous groups – sometimes even to the detriments of its mandate. The members who had this feeling thought that, if this would be left to continue without some limits, THRDC could lose credibility as a HRDs' protector. The third concern, which popped out as a response to the evaluation question on members participation in THRDC's programs was that, there was little participation of members in identification of issues which their network opted to pursue. Therefore, the members had an opinion that, some of the issues pursued were not necessarily a priority to them.

Based on those concerns and review team's observations, some recommendations to make the program more effective include the need to:-

- Have a specific SO on members' welfare. It is strongly advised that, the name of the SO should be 'THRDC's engagement with members and other stakeholders.' The SO should have a specific PO and budget.

- Institutionalize zone coordinating offices – especially under the proposed new SO on membership and stakeholders. Some development partners proposed the need to have 'steering groups' and some upcountry THRDC's branch offices for proximity of services.

- Address the challenge of its members who are also networks affiliated to THRDC.

- Sort out some members' concern on duplication of efforts. This could, probably, be solved by focusing more on coordination (and not implementation) of core functions especially HRDs' protection and security issues.

- Have a comprehensive database of members – which will be used for analyzing or sorting out their concerns.

- Have Membership's Code of Conduct, Regulations or Manual.

- Conduct members' satisfactory survey (MSS) on annual basis and address concerns (if any) in order to keep members motivated.

- Conduct thorough and specific institutional capacity assessment of its members in order to come out with all issues which THRDC would need to address for the members.

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PART FOUR:

Efficiency and S ustainability

4.1   INTRODUCTION

The 'efficiency', in the context of this review, focused on the cost-efficiency factors of the inputs against the results of the program. It also measures whether activities were achieved on time, quality and the factors attributing to achievement or delays or failure to achieve the results.

The TOR instructed 6 efficiency questions to be responded to. The questions suggest an analysis of governance structures, capacity, and intervention strategies employed in execution of the SP.

Efficiency – Evaluation Questions	
TOR's Qns	What is the extent of secretariat staff and board of directors' capacities, responsibilities' and gaps in human resources? To what extent did secretariat staff responsibilities and methods of work contribute to or failed the achievement of the objectives? To what extent has the organization structure of THRDC hindered or contributed to the advancement of the coalition? To what extent did the project (program) present value for money? To what extent did THRDC's internal and external communication systems contribute to achieving the objectives? What are the other factors that may have affected/hindered the advancement of the coalition?

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Some of these questions such as on secretariat and BODs as well as organizational structure have already been responded to in previous sections of this report. Therefore, this chapter will concentrate more on remaining issues, namely capacity of the governing organs; intervention strategies; an assessment of value for money (VFM); communication system; and, other factors that hindered the advancement of THRDC.

4.2   CAPACITY OF GOVERNING ORGANS

As said earlier, THRDC has for governing organs, namely; GA as the supreme organ; BODs as an immediate oversight organ of the management; advisory council which is mainly for offering advice; and, management team as an executive organ of the organization.

4.2.1   General Assembly (GA)

The GA is comprised of all valid members of THRDC who are currently around 130. However, only 50% of them are regarded as 'active' members in terms of making their annual contributions and attending meetings organized by the secretariat. THRDC members can be grouped in three , namely; (i) grassroots based members operating at district or remote rural areas; regional based members operating at regional or zonal levels; and, national based members who operate at national and international levels. According to the evaluation team's own analysis, the first group is comprised of majority of members which is like 50% of the total membership, while the regional and national levels could have a proportion of 20% and 30%, respectively. The outlook of membership levels could be visualized as follow:

Figure 4.1:
Proportion of THRDC's Membership by Geographical Coverage Levels

Source:
Evaluation Team's Own Analysis, 2017.

Proportion of THRDC'c Membership

- Grassroots (small) Members
- Regional (Medium) Members
- National (Large) Members
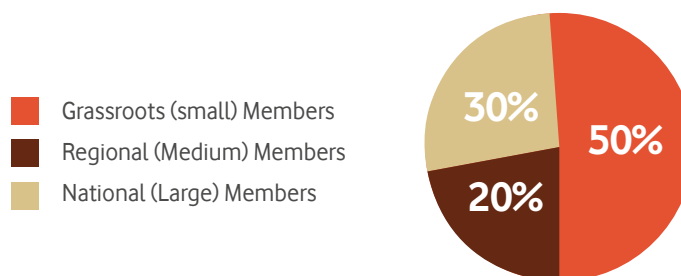
The 'grassroots' level which forms a large component of the membership is characterized by members with weak institutions in terms of governance, personnel and financial capacities. Most of those met during the evaluation, and based on their recommendations, need both technical and financial support. As said earlier, these kinds of members do not have SPs and proper governance systems. Therefore, for

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THRDC to continue investing in them for program implementation, the Coalition will have to build their institutional capacities. This is why a specific SO (KRA) on membership welfare is crucial.

On the other hand, most of regional based members are networks which have members based at district levels. Some of the regional networks' members are also members to THRDC. This raises a tricky membership arrangement – but, it could also be an advantage for THRDC. The proposed membership code of conduct or guidelines should come up with some arrangement on how to handle this situation.

The national based members are predominantly found in Dar es Salaam. The review team considers these as strategic members especially for advocacy components at national levels. It is noted that, these are well established members with SP and sound governance systems. Engaging with these members needs a lot of energy as they have already fully packed programs. This was raised by some of them during the evaluation process. It was difficult for them even to fill the evaluation questionnaires. At least 70% of members who responded to the questionnaires were grassroots based members. This could tell a lot especially on who to effectively engage with. Of course, there are other determinant factors such as prevalence of security threats, and kind of programs which THRDC would wish to implement.

4.2.2   Board of Directors (BODs)

As explained in the previous sections of this report, the review team has noted that, THRDC's BODscomprises9 members who are all very well experienced in governance issues especially of civil society sector in Tanzania and beyond.

The members have diversified experiences and professional backgrounds including in legal, accountancy, media, sociology and other fields. Most of them have served as board members of other reputable organizations. It seems that, they have utilized their capacities to guide THRDC well towards the unprecedented growth. However, there is an area of growth as suggested below:-

4.2.3   Management Team (Secretariat)

The management team is also found to have young and energetic professionals with different academic qualifications. They are ten in total, including the security guard.

Despite their competences as demonstrated over time, they still lack some skills especially on OD particularly program management. The reporting of the results in line with performance indicators of different results levels is generally weak and ineffectual. Other areas which need improvement include advocacy and protection skills. The review team noticed that, the staff were recruited after serving as volunteers for some months. This was a good practice as it offered them with some practical experience

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on HRDs. However, the staff would have been more proficient if they had undergone specialized skills on what they were coordinating. The officer handling capacity building too needs some facilitation skills especially on functional learning and technical issues such as digital protection.

Second, there was concerns that some donor projects were not handled to the level of their expectations apparently due to inadequate staffing and skills. As said earlier, the execution of the program was project based. Each project had its own requirements, timelines and reporting procedures. The same staff had to handle different projects. This multi-tasking could be a reason for failure to execute some project activities up to the required standards.

The third concern was on staff turn-over trend. Around 6 staffs quitted their jobs within five years. This is an average of two staff per year. The advocacy department had 3 different program officers engaged between 2015 and 2017. The review team is informed that, some of the staffs quitting were actually volunteers. Be it as it may, two things are important to consider. One, for a new organization like this one, which had no stable funding base, the average of 2 staffs quitting is relatively low; but, could have adverse implications to the performance of the organization depending on the levels and roles of the particular staff. For instance, the organization loses institutional memory and resources. Second, there is a need to take this trend as an alert for the organization to address issues which could cause higher turn over.

4.3   VALUE FOR MONEY AND INTERVENTION STRATEGIES

It is noted that, the organization endeavored to design and implement financial systems with the aim of enforcing best practices in financial management. Some of the systems developed are financial sustainability strategy; book keeping systems; procurement procedures; and, formulation of human resource manuals and other operational policies.

There has also been some refresher course on financial management. As a result of these improvements, the organization managed to; (i) implement an average of 80% of its intended activities between 2013 and 2017; and, fundraise nearly 70% of the forecasted funding base to implement the whole SP between 2013 and 2017.

Despite the fact that THRDC reduced some activities when it unpacked the SP into an OP in 2015, still an achievement of nearly 80% of all planned activities for the period of 5 years by using less than 70% of the financial resources it had managed to mobilize, could tell a lot about wise management of funds or (somehow) the value for money (VFM). In the same vein, the organization allocated at least 60% of its funds accumulated for programs' implementation and remained with an average of 37% for non-programmatic expenditures as Figure 4.2 below shows:

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Figure 4.2: Actual Expenditure (in USD) per Outcome 2013-2017
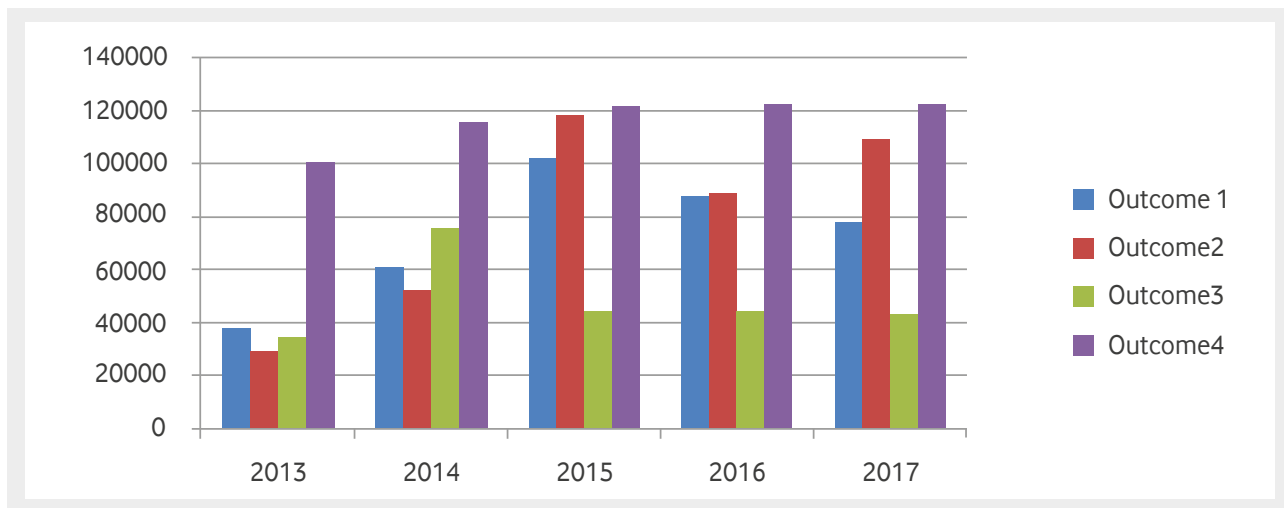
Source: THRDC's progressive reports 2013-2017

There was much more non-programmatic expenditure in 2013 because this was a time when the organization focused mostly on institutional building. Moreover, according to THRDC's management, the varied trends over years are attributed to the amount of project money received each year. For instance, outcome 1 of capacity building earned an abrupt increase of funds in 2015 because it was a national election year when the organization had a number of projects and activities on electoral processes including preparation of a CSOs' election manifesto.

Review Comment 4.3: Financial mobilization efforts should be in tendon with improved human resource for greater VFM

A focus on result based activities was important to realize greater VFM. As said before, this was, to a certain extent, hindered by lack of a sound M&E system; and, workload or insufficient skills of the current staffing. A lesson to pick here can be that, financial mobilization efforts should be in tendon with improved human resource for greater VFM to be realized. Of course, this will have to go with good (cost-effective) intervention strategies such as use of social media- which has proved to be effective communication modality in opinion of the review team.

VFM=outputs less inputs. Also were activities such as trainings, meetings, publications, etc undertaken in a cost-conscious manner.

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4.4   COMMUNICATION SYSTEMS

The communication and visibility is extensively covered under Paragraph 3.3.3 of Part Three of this report. The organization used different communication means such as phone calls, emails, website posts, social media engagement, mainstream media coverage, reports, burner messages, meetings, and workshops. All these have proved to be efficient ways of reaching out the Coalition's audience especially the members. The use of whatsapp groups is highly recommended as it is a cost effective way of engaging with members.

It is also notable that, each staff is given a tune of TZS 100,000 for communication especially internet connections. This is a good practice. However, it would be cost effective if the organization purchases and install a post-paid wireless internet router. The cost for internet per month could be less that 50% of the current expenditures in communications to staff.

4.5 SUSTAINABILITY ISSUES AND OTHER FACTORS ON ADVANCEMENT OF THRDC

THRDC's sustainability when assessed in terms of engagement with its members, development partners, key partners and duty bearers has been good. However:-

The Coalition has not yet devised a sustainability strategy of its programs or the results achieved so far. Apart from a few (like three members) most of the members (more than 95%) have not mainstream security management or other HRDs in their plans. The knowledge gained from the trainings offered is not necessarily shared with the rest of staff of THRDC's member organizations. Therefore, the knowledge and skills remain in possession of a few individuals who participated in the trainings.
Some of the members especially those operating at grassroots levels are institutionally weak. This could be a threat to THRDC which entirely depends on its members to justify its existence.

It is also established that, THRDC had limited engagement with the rest of the community members. The organization does not have sound outreach programs which directly target community members. As such, it is recommended that, the next SP should focus on community engagement. This could be made part of the proposed new SO on membership welfare.

An engagement with the community is imperative in order to create a public knowledge base on HRDs rights and responsibilities. This is also necessary for creating a critical mass hence possibly a larger public uproar on HRDs issues.

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PART FIVE:

General Observation, Conclusion And Recommendations

5.1   GENERAL OBSERVATION AND CONCLUSIONS

It is generally noticed that, THRDC has grown up quite rapidly over a period of five years. Despite the fact that the period 2013-2017 was its initial phase of operation, the institutional set-up and results achieved so far could suggest stronger growth and bigger achievement of results in future. However, challenges still remain. One of the partners informed the review team that, 'the Coalition's visibility has improved; awareness of the community to HRDs issues has increased through various press releases and other social media; information sharing and networking among HRDs has also increased; HRDs and CSOs security management and protection capacities have been created through various trainings made.'

The growth and notable emerging results of the Coalition's interventions has created more expectations from its members; but also, some risks as a defender of defenders. There are some claims of it being affiliated to political entities. This calls for closer working relationships with the government in order to clear out the air.

The organization envisaged achieving an impact (goal) on which, this five year SP would contribute to the reduction of risks that HRDs face through promotion and protection of their rights. This has partially been achieved especially through follow-up of their cases. However, while the 'cyber crime' cases against social media users were decreasing in 2017 after THRDs interventions, threats, intimidations and incidents of missing of some HRDs were on increase between 2015 and 2017. The civic space has, to a large extent, shrunk. All these justify the relevancy of THRDC existence and its work.

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The THRDC has been effective when it comes to mobilization of HRDs and capacity building of the same. It has also quite effectively contributed to the increased awareness of the rights of HRDs in Tanzania. A good number of HRDs were supported during the period under review. There are some indications that, some of the duty bearers have started picking up HRDs' issues in their plans. For instance, there is a human rights defense committee established in Arusha which comprising's and law enforcers. This sort of engagement has resulted into reduced incidents of violations during the last 2015 national election – if compared with the previous situations.

5.2   GENERAL RECOMMENDATIONS

The specific recommendations on relevance, program design, effectiveness, efficiency and sustainability have been indicated in each section of the report. Therefore, the following are general ones – focusing mainly on strategic issues especially for the consideration of the new SP.

5.2.1   General Recommendations for Consideration in New SP 2018-2023

i   Since THRDC is a network and member based organization, there is a need to have specific and comprehensive program on members' welfare and public engagement in general.[8] The focus should be on (i) mainstreaming THRDC's core functions into its members through, among other ways, facilitating their institutional development and capacities; (ii) strengthening a link between THRDC's and members' interventions; and, (iii) re-vetting and strike off inappropriate members.

ii   There is a need to improve further effectiveness and efficiency of THRDC by de-prioritizing issues which THRDC will have to focus on. The organization will need to invest more on coordination and (not direct implementation) security and protection related issues only as those are its core functions. The focus of advocacy should be more on availability of protection mechanisms – among other associated issues which the Coalition would find necessary.

iii   A need to institutionalize legal aid for HRDs especially through a legal empowerment approach.

iv   There is a need to scale up THRDC's operations down to the grassroots levels through strengthening of its zone coordinating units.

v   There is a need to improve further institutional governance and systems of THRDC by, among other things, investing in the capacity of its staff especially on organizational development issues; formulation of comprehensive M.E&L system; creation of the positions of programs' coordinator and

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8   The focus should be on (i) mainstreaming THRDC's core functions into its members through, among other ways, facilitating their institutional developments and capacities; (ii) strengthening a link between THRDC's and members' interventions; and, (iii) re-vetting and strike off inappropriate members.

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human resource officer; development of a volunteering policy; amending its 2012 Constitution; and, aligning the current operational policies with the Constitution. The Coalition also needs to formulate and/or strengthen its membership guidelines, resource mobilization strategy, and advocacy and communication strategy. updated and more detailed members' needs assessment report.

vi   There is a need for more evidenced based advocacy interventions. An incorporation of 'research' component in the next SP is highly recommended.

vii In the same vein, there is a need to refocus the advocacy approach. Media can remain to be for public awareness. Moreover, social media seems to be more embraced than mainstream media. Therefore, THRDC can invest more resources and interventions in this form of media.

viii A need to improve the design of SP and operational plan by ensuring that, all result areas tally well to each other and they have clear (and, if possible, quantifiable) performance indicators. The SP should as such embody a clear theory of change.

ix   Basing on the current state of HRDs; capacity of THRDC's members; legal framework which does not recognize HRDs' specific rights in Tanzania; and, such on-going processes as the UPR mechanism, it is recommended that, same KRAs should be sustained for the next SP – with some amendments as proposed later in this report.

5.2.2   General Recommendations for Consideration of Funding Partners

Given the needs of HRDs' protection in Tanzania, which is evident more than even in 2013 when the SP under review was incepted; and, given the level of performance which THRDC has demonstrated during this initial five years of its existence, it is recommended that:-

i   Development partners should continue providing financial and material supports to THRDC basing on the priority needs as indicated in proposed 2018-2023 SP.

ii   Development partners should think of supporting THRDC through mainly a basket fund facility.

iii Development partners should open up funding windows for THRDC's members to be supported in order to widen the scope of HRDs' protection across the country.

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