



TANZANIA HUMAN RIGHTS
DEFENDERS COALITION
In The Next Five Years

2018-2022

STRATEGIC PLAN



**Tanzania Human Rights Defenders Coalition
{THRDC}
In the Next Five Years**

Strategic Plan for the Period 2018-2022

**Dar es Salaam
February 2018**

**Tanzania Human Rights Defenders Coalition
(THRDC)**

Strategic Plan for the Period 2018-2022

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**February, 2018
Tanzania**

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TABLE OF CONTENTS

LIST OF TABLES AND FIGURES	v
List of Tables	v
List of Figures.....	v
LIST OF ABBREVIATIONS AND ACRONYMS	vi
EXECUTIVE SUMMARY.....	vii
PART ONE.....	1
BACKGROUND INFORMATION	1
1.1 GENESIS AND ESSENCE OF THRDC’S ESTABLISHMENT.....	1
1.2 LEVEL OF INSTITUTIONAL GROWTH.....	2
1.3 GOAL AND SPECIFIC OBJECTIVES OF THRDC	2
1.4 GOVERNANCE STRUCTURE	3
1.4.1 General Assembly	3
1.4.2 Board of Directors.....	3
1.4.3 Advisory Council	3
1.4.4 Secretariat or Management.....	4
1.5 ENFORCEMENT OF CORPORATE GOOD GOVERNANCE PRINCIPLES	4
1.6 INTERNAL AND EXTERNAL ENVIRONMENTS.....	5
1.6.1 THRDC’s Internal Factors	5
1.6.2 THRDC’s External Factors.....	6
1.7 BENEFICIARIES AND OTHER STAKEHOLDERS.....	7
PART TWO.....	8
CONTEXTUAL ANALYSIS AND LEVELS OF INTERVENTIONS	8
2.1 PAST CONTEXT, INTERVENTIONS AND ACHIEVEMENTS.....	8
2.2 MAJOR CHALLENGES ENCOUNTERED DURING PAST INTERVENTIONS	10
2.3 SOME LESSONS LEARNT FROM PAST INTERVENTIONS	11
2.4 RELEVANCE OF PAST INTERVENTIONS AND SALIENT FEATURES OF THE 2018-2022 STRATEGIC DIRECTION	12
2.5 CURRENT HRDs’ CONTEXTUAL SITUATIONS.....	13
PART THREE.....	15
STRATEGIC DIRECTION AND PROPOSED PROGRAMS.....	15
3.1 THEORY OF CHANGE	15
3.2 VISION AND MISSION	17
3.2.1 Vision	17
3.2.2 Mission	17
3.3 STRATEGIC GOAL AND IMPACT	17
3.4 KEY RESULT AREAS	18
3.4.1 KRA I: THRDC’s Members and the General Public are Mobilized and Effectively Addressing Human Rights Protection Issues	18
3.4.2 KRA II: THRDC’s Members and Relevant Stakeholders are Empowered and Efficiently Engaging in Protection and Promotion of Human Rights and HRDs’ Security.....	19
3.4.3 KRA III: National Human Rights Systems, Frameworks, and Plans on Human Rights and HRDs are Effectively Established, Reformed and being Implemented	

	in Accordance with Regional and International Standards for HRDs Protection... 20
3.4.4	KRA IV: HRDs' Security and Protection Mechanisms are Strengthened 23
3.4.5	KRA V: Performance and Sustainability of THRDC Enhanced..... 24
PART FOUR26
IMPLEMENTATION, MONITORING AND EVALUATION OF THE PROGRAM26
4.1	APPROACHES TO IMPLEMENTATION..... 26
4.2	CONTENTS OF M, E & L PLAN..... 26
4.3	MONITORING FUNCTIONS AND STRUCTURES..... 27
APPENDICES28
ANNEX I:	LOGIC FRAMEWORK..... 28
ANNEX II:	ORGANIZATION STRUCTURE OR ORGANOGRAM..... 56
ANNEX III:	BUDGET ESTIMATES FOR YEARS 2018-2022 PROGRAM..... 57

LIST OF TABLES AND FIGURES

List of Tables

Table 1.1:	The Current THRDC’s Internal Strengths and Weaknesses	5
Table 1.2:	The Possible Opportunities and Challenges for Implementation of SP.....	6
Table 3.1:	Program’s Goal and Deliverable Impact by 2022.....	17
Table 3.2:	Results Table and Indicators for KRA I on THRDC’s Members and Public Engagements..	19
Table 3.3:	Results Table and Indicators for KRA II on Empowerment of THRDC’s Members and Other Stakeholders	20
Table 3.4:	Results Table and Indicators for KRA III on Advocacy.....	22
Table 3.5:	Results Table and Indicators for KRA IV on Protection of HRDs.....	23
Table 3.6:	Results Table and Indicators for KRA V on Institutional Development and Sustainability..	24

List of Figures

Figure 3.1:	A Snapshot of Theoretical Framework of 2018-2022 THRDC’s SP.....	15
Figure 3.2:	Detailed THRDC’s Theory of Change	16

LIST OF ABBREVIATIONS AND ACRONYMS

BODs	Board of Directors
CBOs	Community Based Organizations
CHRAGG	Commission of Human Rights and Good Governance
CSOs	Civil Society Organization(s)
CSS	Civil Society Sector
DPP	Director of Public Prosecutions
FBOs	Faith Based Organizations
GA	General Assembly
HRDs	Human Rights Defenders
HROs	Human Rights Organizations
IEC	Information, Educative, and Communication (Materials)
KRAs	Key Result Areas
LHRC	Legal and Human Rights Centre
LRCT	Law Reform Commission of Tanzania
LRCZ	Law Review Commission of Zanzibar
M, E & L	Monitoring, Evaluation and Learning
NBS	National Bureau of Statistics
NGOs	Non-Governmental Organizations
NHRAP	National Human Rights Action Plan
PDU	Protection Desk Uganda
PEST	Political, Economic, Social and Technological Analysis
SOPs	Standard Operating Procedures
SOs	Strategic Outcomes
SP	Strategic Plan
TCRA	Tanzania Communication Regulatory Authority
THRDC	Tanzania Human Rights Defenders Coalition
TLS	Tanganyika Law Society
TRA	Tanzania Regulatory Authority
TV	Television
UN	United Nations
UPR	Universal Periodic Review
URT	United Republic of Tanzania

EXECUTIVE SUMMARY

This is the second Strategic Plan (here-after referred to as SP or Plan) of Tanzania Human Rights Defenders Coalition (THRDC) covering key result areas (KRAs), outputs and activities to be implemented and realized over five period of time (2018-2022). The first strategic plan covered the period 2013-2017. In this SP, the KRAs and their driving forces (outputs and activities) as well as proposed inputs are all aimed at contributing to the growth of civic space in which Human Rights Defenders' (HRDs') working environments are improved and secured in Tanzania.

This SP builds up from the experience and lessons learnt from the previous SP. Despite the fact that the first SP was, generally, aimed at building up and strengthening institutional governance of THRDC, which was an infant organization during the time (registered in 2012), a lot of programmatic results were realized. Those included increased awareness of the concept and specific rights of HRDs; increased confidence of HRDs as a result of capacity building or empowerment sessions; and emerging reforms in policing work. There were also, reduced incidents of human rights violations during the 2015 national elections; mobilization and improved solidarity of HRDs and members of civil society sector in general; reduced incidents of intimidations against HRDs especially the social media users (bloggers) who were fallen victims of recently enacted cybercrime law; and, improved self-protection skills. The institutional governance of THRDC also recorded good track records in terms of financial and administrative management as well as corporate governance principles.

Despite such notable changes (and others discussed further in this Plan document), the five years experienced unprecedented shrinking of civic society space. This is manifested in different ways, including enactment and enforcement of the cybercrime, statistics and information laws since 2015, which among other things, limit freedom of expression and opinion; banning on all political activities (democratization rallies) which were used in the past as platform to raise civic awareness amongst public members; and, limitation of freedom of press due to alleged censorship, fining and banning on some of the media outlets; hijacking and mysterious missing of HRDs. The worst cases of violations included direct attacks to outspoken politicians and bloggers; and, generally such threats and intimidations of HRDs as making up some cases against them intimating that they are not citizens of Tanzania.

Basing on the lessons learnt, past interventions, successes and current trends, the Plan at hand proposes to maintain same KRAs but, with some modifications in order to scale up interventions; directing them to address issues surrounding shrinking of civic space; and, amassing more support from THRDC's members and the general public.

Some of the new proposed or unique intervention strategies and approaches, are; strengthening the synergy between rights-holders (demand side) and duty-bearers (supply side); directing at least 60% of the programs to grassroots levels; and empowering THRDC's members to take active roles of addressing HRDs' issues in their constituencies. Other innovations include; sensitizing the general public in order to create a critical mass for use as a survival strategy and to sustain the HRDs' initiatives within the community; increased engagement with all forms of media; and widening the scope of international advocacy. There will be strengthening institutional capacity of THRDC and its members as a building block to ensure that these interventions succeed.

THRDC will bank more on its over 130 members scattered all over the country include Unguja and Pemba islands (Zanzibar). The members will be effectively engaged through their thematic groups and the ten (10) zones.

The five KRAs (one being a new one) which THRDC plans to implement in this second phase are; (i) the THRDC's members and the general public are mobilized and (there are) effective HRDs addressing human rights protection issues; (ii) the THRDC's members and relevant stakeholders are empowered and efficiently engaging in protection and promotion of human rights and HRDs' security; (iii) national mechanisms on human rights and HRDs are established, reformed and being effectively implemented in accordance with regional and international standards for HRDs protection; (iv) the HRDs' security and protection mechanisms are strengthened; and, (v) the performance and sustainability of THRDC are enhanced.

The five KRAs are designed in such a way that, they will be holistically implemented to realize same overall goal or an impact indicated earlier; and, ultimately, the vision and mission of the Coalition. Due to this approach, development and other partners are humbly requested to contribute to this Plan through a basket funding scheme, which will be deliberated further through annual partners' roundtable meetings or partner-specific appeals.

A total of USD 5,000,000 will have to be mobilized between 2018 and 2022 in order to operationalize this Plan. As such, THRDC request and invites all forms of supports from all well wishers of the HRDs' welfares.

PART ONE

BACKGROUND INFORMATION

1.1 GENESIS AND ESSENCE OF THRDC'S ESTABLISHMENT

The Tanzania Human Rights Defenders Coalition (THRDC) was incepted in 2010 at the time when incidents of human rights violations were relatively high in Tanzania. During this time, there were already human rights organizations (HRO), most of which are current members of THRDC. There were also HROs' networks operated at national, regional and district levels. Despite their efforts and notable results towards human rights protection and promotion, still none of these organizations had a direct intervention on human rights defenders (HRDs). As a result, there were several incidents in which the HRDs were physically attacked or being intimidated as it is indicated further in subsequent parts of this Strategic Plan (SP) document.

As the threats to HRDs were coming more open and real, a need for HRO which will specifically address the rights of HRDs emerged. Around fourteen (14) HROs decided to form a loose network in 2010. The aim of the network was to have a common voice on HRDs' issues and matters. Two years later (2012) the network transformed itself into THRDC as a registered organization under the laws of Tanzania. The legislation gives this Coalition a mandate and justification to operate as a legal entity.

The registration of THRDC marked a beginning of HRDs' rights' struggles 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.

The uniqueness of this Coalition and high demand of HRDs' protection have turned THRDC as a centre of attraction. Its membership base has grown from only 14 members in 2012 to at least 130 members as of December 2017. Its membership is open to human rights based organizations of both sides of the United Republic of Tanzania (URT), i.e mainland Tanganyika and Zanzibar. The findings of the just concluded final evaluation of the 2013-2017 SP revealed that, at least 70% of the current members of THRDC sought to be members of this Coalition because they felt that they were not 'protected' in their work.

During its first five years of existence, THRDC focused more on its institutional building. However, this major role did not curtail it from addressing, quite successfully, issues pertaining to HRDs security and protection in Tanzania. The organization had Four Strategic Objectives or key result areas (KRAs). Those were on Advocacy, Capacity Building, Protection and Institution Building.

Moreover, its tender age did not stop the Coalition from extending its coverage to all regions of URT and beyond borders especially through its regional partners. The Coalition strategically designated some individual persons from within member organizations as its 'Zonal Focal Persons.' It had ten (10) zones. The aim was to extend its wings down to the grassroots' levels. As a result of this strategy, which was also cost effective, at least 6,000 HRDs in Tanzania have been beneficiaries of the safety work of THRDC. Those include individual persons who were not members of the Coalition especially the journalists.

The main interest of this Coalition is to work towards enhanced security and protection of the HRDs in Tanzania. It also intends to strengthen regional and international interventions towards protection and promotion of the rights and responsibilities of the HRDs. The ultimate result of all these, as this Coalition

visualizes, is contribution towards the creation of a safer working environment for the HRDs. It has been and still intends to work closely with different stakeholders including local, regional and international HRDs' organizations and coalitions; individual HRDs; development partners; duty bearers; some of the African Union (AU) and United Nations (UN) systems; and other relevant stakeholders.

1.2 LEVEL OF INSTITUTIONAL GROWTH

The five years of THRDC's existence has taken it to the growth from infancy towards expansion level because it has managed to amass members from only 14 in 2013 to at least 130 in 2017. This has made the Coalition to be presenting all regions of Tanzania Mainland and Zanzibar. In addition, it has secured funding support from at least five development partners and struck relationships with key partners at national and international levels.¹

Moreover, the Coalition has obtained an observer status at the African Commission of Human and Peoples Rights (ACHPR) to make it one of a very few HROs in Tanzania with that status. Finally, THRDC has managed to achieve some notable emerging results including transformation of the minds of the law enforcers in such a way that, the 2015 national election was conducted without large number of human rights violations as it used to be in the past where the general observation showed that, several incidents including attacks of voters occurred.

This SP is intended to drive THRDC toward maturity level by among other things, enhancing its institutional systems including formulation and operationalization of all important policies and guidelines. The operational policies include those relating to resource mobilization, financial management, advocacy, membership engagement, results framework and human resources. The Coalition also plans to invest more in the capacity of its staff members and welfare of its members. Third, THRDC will scale up its intervention strategies by addressing the systems, policies and plans governing human rights issues in Tanzania. Through a well coordinated membership base and strong linkage with international organizations, the Coalition will develop a strong web of partners to drive changes in a more effective way.

1.3 GOAL AND SPECIFIC OBJECTIVES OF THRDC

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

- (i) To build the capacity of HRDs in security and protection management.
- (ii) To enhance the security and protection of HRDs in Tanzania.
- (iii) To advocate for the recognition of HRDs and the work that they do in Tanzania.

¹ Note that, THRDC is a member 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 Universal Peer Review (UPR) Info; Oxfam Tanzania, Frontline Defenders; United States Institute of Peace (USIP); Media Legal Defence Initiative (MDLI); ICNL; Action Aid; United Nations Educational, Scientific and Cultural Organization (UNESCO); UN Women; and, Women Fund Tanzania (WFT).

1.4 GOVERNANCE STRUCTURE

The Coalition, THRDC, is institutionally governed by its 2012 Constitution;² a number of operational policies including on human resource, board charter, financial, and plans (SP, operational and action plans). Such documents guide the institutional and governance structure.

THRDC has a sound governance structure comprised of the General Assembly (GA) as the supreme organ; Board of Directors (BODs); and, the Secretariat (Management Team). There is also a constitutional organ known as 'Advisory Council.' An organizational structure attached herewith shows how all these organs related to each other especially the lines of reporting and accountability.

1.4.1 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 (including this 2018-2022 SP); determining fees for membership; and, receiving and reviewing reports from BODs.

Currently, the GA is comprised of 130 members, all being HROs or organizations which address some human rights' issues. From the recent evaluation of the previous SP, the Coalition found that not all the GA members are active. The level of activeness is around 50%. This Plan has proposed rescreening of members in order to remain with only active and relevant for the work of THRDC. Therefore, from now on, THRDC will focus on quality and not quantity of members.

1.4.2 Board of Directors

As for BODs, its functions are indicated under Clause 9 of the said constitution. Generally, BODs is all about providing strategic direction to the Management Team, which is headed by the National Coordinator. Currently, the BODs is comprised of nine (9) members, of whom a third (3) are women. The Board members are persons with high profile in human rights, gender rights, organizational management and institutional development in general.

The evaluation report has indicated that, THRDC's Board has been having vibrant and heedful members from its inception. Apparently, this is why it has managed to grow fast just within five years. The vibrancy of the Board could be looked at from the way membership transitions are made; quality of resolutions passed; and, the level of oversight work the members are doing. The current Plan suggests further improvements of the Board's capacity by assessing their capacity needs at least once during this program implementation phase (2018-2022) and offering BODs members some refresher courses on governance in general as an initial response to this capacity gap..

1.4.3 Advisory Council

The Advisory Council is established under Clause 18. Its functions are not indicated in the constitution.

² Namely, the Constitution of the Tanzania Human Rights Defenders Coalition of 2011.

However, its composition (zone representation³ and thematic groups⁴) could suggest its responsibilities. This Plan proposes institutionalization of zonal coordinating person – to be under the management of members as institutions and not as individual persons. Therefore, the zonal coordinating persons will change to zonal coordinating units or institutions. There are two specific deliverable outputs on this under Strategic Outcomes or Objectives (SOs) one and five.

If this approach will succeed, THRDC will have stronger touch at the grassroots' levels. The zonal coordinating units will be used as its extended wings. They will perform some of the activities delegated to them by the Secretariat. The proposed membership engagement guideline or manual will offer details on the *modus operandi* of these units. Moreover, the proposed constitutional reform will change the governance structure by replacing Advisory Council with Zonal Coordinating Units.

1.4.4 Secretariat or Management

The secretariat or management is headed by the Coordinator of the THRDC who is supported by the Head of the Finance and Administration; and program and support staff. The organization has managed to grow up its staffing base from only two (2) at the time of its inception or commencement of its operations in 2013 to currently ten (10). Moreover, staff retention level over past five (5) years was and is nearly 70%. This has created, to a certain extent, institutional memory and performance of the organization.

This Plan proposed to have specific resource mobilization strategy which will facilitate THRDC to mobilize sufficient financial resource necessary for attracting retention of key staff for longer period of time. Besides, the Plan proposes improvement of staffs' welfare in terms of salaries, security, gratuity and refresher course. Three important personnel will have to be employed to curb the staff gap especially due to new management structure proposed as a result of this SP. The needed management staff are on monitoring, evaluation and learning (M, E & L); IT or Librarian or Information Officer; and, public engagement officer (to handle members' welfares).

Moreover, this Plan proposes establishment and strengthening of the management's executive work by, among other things, formulating or amending a number of operational policies including on human resource, financial management, advocacy, research and volunteering.

1.5 ENFORCEMENT OF CORPORATE GOOD GOVERNANCE PRINCIPLES

The three corporate good governance principles are effectively adhered to through the oversight structure indicated above. The program officers report to the management on monthly basis. The management is accountable to the BODs and reports to it on quarterly basis. The Board reports to GA on annual basis. Through the GA meetings, all members can question and direct the secretariat to work on issues they think need further improvement. Then members also participate in annual planning processes undertaken during the GA meetings. The formulation of this SP also involved all members through questionnaires and face-to-face discussions held in Dar es Salaam in early February 2018.

3 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).

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

The transparency is also enforced through progress and annual reports to developing partners and general public. THRDC publishes annual progressive report in each year which details progress per each KRA, outputs and activities. Audited financial statements are also published. The reports are free for public consumption. Therefore, there are both internal and external controls of the affairs of the Coalition.

This SP proposes to scale up institutional development and sustainability of THRDC by ensuring that, M, E & L systems; financial management or accounting system; and, all other operational manuals and organs are formulated if not already there, operationalized and amended from time to time. The Coalition will also ensure that the institutional organs are performing their responsibilities as per the governing rules. The strategic objective number five of this SP covers all these governance issues. Moreover, with the institutionalization of zonal coordinating units and introduction of a new strategic objective on members and public engagements, it is expected that the levels of participation, transparency and accountability will be greatly improved.

The external controls include hiring of auditors and consultants to carry out auditing, mid-term and final review of THRDC's work. Moreover, the technical and financial reports of the organization will be submitted as annual returns to the office of Registrar of non-governmental organizations (NGOs) for public scrutiny. Donors and development partners will also be actively engaged through the basket funding mechanism and regular and well documented missions.

1.6 INTERNAL AND EXTERNAL ENVIRONMENTS

The internal and external environments within which THRDC will operate during next five years (2018-2022) are almost the same especially the external ones. The internal factors largely relate to institutional development of THRDC (and, in a way, of its members); while the external factors consider the current political, economic, social and technological (PEST) situations.

1.6.1 THRDC's Internal Factors

The internal factors consider both strengths and weaknesses of THRDC. According to the deliberations with members during the 2017 GA, some of development partners' opinions and other stakeholders, this coalition has the following strengths and weaknesses: -

Table 1.1: The Current THRDC's Internal Strengths and Weaknesses

Internal Strengths	Internal Weaknesses
<ul style="list-style-type: none"> a) It is registered organization. Therefore, its interventions are sanctioned by the relevant laws. b) It has strong governance structures which reinforce good governance principles in corporate sector. c) It has strong BODs comprised of members with diversified experience in civil society sector and organization management in particular. d) It has skilled management team all of them being young, energetic and well educated. e) It has a strong membership base. 	<ul style="list-style-type: none"> a) Small staffing base to handle multiple HRDs' issues. b) Limited institutional capacities of members – most of them are relatively small organizations based in rural areas. c) Poor security capacity among the members. Only a few have funds which directly address HRDs' security issues at office level. d) High dependence on donors' funds as the coalition has not yet devised alternative sources.

Internal Strengths	Internal Weaknesses
<p>f) It has an ability to interact with local and international partners including on resource mobilization.</p> <p>g) It has operational guidelines and working facilities in place. The facilities include internet connections to individual staff – each receives communication allowance.</p> <p>h) It is the only authoritative organization on HRDs matters in Tanzania with good reputation gained over past five years.</p>	

The THRDC intends to continue using its governance as a spring board to scale up its operations in the next five years. For instance, the Coalition will, as stated above, seek to improve further and maintain the current energy and spirit of its staffs and BODs. Additionally, this time around, the organization will endeavor to improve the welfare and capacity of its members. The creation or improvement of systems and guiding documents such as the resource mobilization strategy are expected to be the driving forces in achieving all these. The identified weaknesses are addressed as part of the program's result areas, actions and inputs.

1.6.2 THRDC's External Factors

The external factors which would, positively or adversely, influence the implementation of this Plan were also analyzed. The factors considered include those which are politically, economically, socially and technologically (PEST) related. The ones which would positively influence the work of THRDC in the coming phase are regarded as opportunities; and, the one which would adversely affect the work of this organization are termed as challenges.

The following Table summarizes the stakeholders' opinions on the opportunities available for THRDC as well as anticipated challenges which this organization would encounter:-

Table 1.2: The Possible Opportunities and Challenges for Implementation of SP

Opportunities (PEST)	Challenges (PEST)
<p>a) Presence of advanced technologies especially mobile phone and internet.</p> <p>b) Presence of good working relationship between THRDC, funding partners, regional and international partners including EHAHRD-Net.</p> <p>c) Lack of specific laws and protections of the HRDs is also an opportunity for the coalition to work hard on it as this Strategic Plan proposes.</p> <p>d) Presence of international human rights instruments which protect the rights and duties of the HRDs.</p> <p>e) A growing positive relationship between THRDC and the relevant government departments.</p>	<p>a) Inadequacy of funds and increased challenges of fundraising from funding partners.</p> <p>b) Lack of political will and adherence to the principles of good governance (including rule of law) to uphold rights of the HRDs in Tanzania.</p> <p>c) Negative public perception on the work of the HRDs which is attributed to, <i>inter alia</i>, limited knowledge of the rights of HRDs in Tanzania.</p> <p>d) Lack of specific laws and policies that recognize and protect HRDs.</p> <p>e) Shrinking of the civic (society) Space.</p>

Most of the opportunities and challenges identified above have been translated into being intervention strategies, actions and deliverable results. For instance, THRDC plans to intensify its advocacy strategies improve the civic space in Tanzania. The Coalition will bank on its growing positive relationship with the government to make this possible.

1.7 BENEFICIARIES AND OTHER STAKEHOLDERS

The THRDC will continue focusing on rights holders and duty bearers as well as other stakeholders related to the HRDs' rights and work. Apart from these three groups, the Coalition has extended its focus to include private sector and community members at large. This is done to intensify its operations as well as for sustainability purposes.

The primary rights holders in this regard are THRDC's members and the secondary ones are all other HRDs regardless of their membership status to the Coalition. However, special attention will be paid to HRDs who are members. The duty bearers include the government and private sector as well as the community members.

At the government level, THRDC will continue to engage with responsible ministries especially of justice; home affairs; and, NGOs Coordination. It will also engage quite effectively with government agencies and authorities including the Commission of Human Rights and Good Governance (CHRAGG); the Law Review Commission of Tanzania (LRCT); Law Review Commission of Zanzibar (LRCZ); police; prisons; immigration; the Director of Public Prosecution (DPP); local government authorities (LGAs); relevant regulatory authorities such as the Tanzania Communication Regulatory Authority (TCRA); and, the National Bureau of Statistics (NBS). Other stakeholders include Judiciary, Legislature, NGOs, Faith Based Organizations (FBOs); higher learning institutions, and corporate companies. The higher learning institutions are targeted in order to create a movement of young professionals in HRDs' issues. The private sector is included in order to make it responsive to HRDs' rights and welfare.

As said earlier, the general public is included by being specifically addressed in this SP. The strategic objective one is on public engagement. This group is important in many ways. Firstly, it is a strategic advocacy intervention aimed at creating public uproar and, sustainability of the program. The public is also directly engaged now in order to multiply the number of HRDs in Tanzania especially at this era where a civic space is steadily shrinking.

PART TWO

CONTEXTUAL ANALYSIS AND LEVELS OF INTERVENTIONS

2.1 PAST CONTEXT, INTERVENTIONS AND ACHIEVEMENTS

The previous Strategic Plan (SP) was incepted in 2013 at the time when the notation of HRDs and its protection were relatively new. During the time, majority of the 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 UN Declaration on the Rights of HRDs of 1998.

That situation made a number of HRDs to be criminalized and victimized to the extent of threatening their lives. For instance, Dr. Steven Ulimboka who spearheaded the countrywide campaign for better working conditions of medical doctors was intimidated several times without having any support. Eventually, he was hijacked and severely assaulted to the point of death by 'unknown' people 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 the attack of Dr. Ulimboka. The banning of 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.

Moreover, 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 were a challenge. However, THRDC and other stakeholders managed to intervene in the ordeal faced Dr. Ulimboka and banning on *MwanaHalisi* newspapers in 2012.

The fact finding mission carried out by EHAHRD-Net and Protection Desk Uganda (PDU) in 2012 (Tanzania) and, the Needs Assessment Study 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 including:-

- (i) Poor security consciousness.
- (ii) Restrictions on access to information.
- (iii) Presence of different range of perpetrators.
- (iv) Different groups of defenders most at risk.
- (v) Security of journalists and media freedom.
- (vi) Limited interaction of HRDs with key stakeholders.
- (vii) Limited knowledge of HRDs on their rights including the 1998 UN Declaration.
- (viii) Lack of policy and legislation on HRDs in Tanzania.
- (ix) Financial challenges facing HRDs' organizations – most of them depend on small projects.

Basing on those challenges or general situation, the 2013-2017 SP was designed to address four result areas, namely: -

- (i) The legal and policy frameworks (and practice) addressing HRDs issues improved.

- (ii) The media and HRDs capacity to effectively participate in HRDs' protection processes and address their rights improved.
- (iii) Protection mechanisms established and accessed by HRDs at risk.
- (iv) An improved performance and sustainability of the THRDC

The first Strategic Objective (SO) was on advocacy; and, other three were on capacity building, protection and institutional capacity, respectively. The first three SOs tallied squarely with the objectives for which THRDC was established – as indicated before. The ultimate impact (goal) which THRDC had to realize by 2017 was to contribute to the reduction of risks that HRDs face. That was to be achieved through promotion and protection of the rights of HRDs. The design and implementation of the previous SP somehow took into consideration the international standards on the rights of HRDs as stipulated in, among other instruments, the 1998 UN Declaration on HRDs.

THRDC devised and employed multi-intervention strategies in order to effectively realize the SOs outlined above. The intervention strategies used in past five years included: -

- (i) Capacity building through trainings to its members and other stakeholders especially the law enforcers.
- (ii) Strategic engagement with government institutions such as CHAGG and police.
- (iii) Networking with local and international like-minded organizations.
- (iv) Legal and policy researches and/or analysis.
- (v) Media engagement especially through press releases and use of social media.
- (vi) Filing or supporting of strategic litigation.
- (vii) Provision of legal aid to HRDs in risky situations.
- (viii) Mobilizing and building solidarity of its members for collective voice.

Its main approaches were (i) working closely with the government (supply side) as a lobbying strategy; (ii) empowering the members (demand side) to add impetus to its work; and, (iii) encouragement of self-protection of HRDs.

Despite the fact that the main focus of this Coalition during the first five years were on institutional building (searching for a better running ground), the way it organized itself, plus the use of the said intervention strategies and approaches led it to achieve a number of emerging results in all SOs. For instance, according to the final evaluation report of the first SP, all stakeholders consulted had an overall consensus that THRDC is one of the best and strong HROs in Tanzania especially when it comes to intervention strategies and levels of achieving results.

The evaluation report revealed that, at least 90% of members consider this organization as most effective compared to other national or regional based networks of which they are members. There are numerous testimonies gathered from the members on how this Coalition has been useful to them. Below are two testimonies picked from the evaluation report of the previous SP:-

“ 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. They have been able to support defenders in fabricated cases and ensure they get free as well as representation.” Said a member from Mwanza, December 2017.

‘Our organization is a main beneficiary of numerous interventions by the Tanzania Human Rights Defenders Coalition. As a network of other organizations in Zanzibar, we have been able to arrange ourselves well especially on digital security system. On this, we have been able to enhance the security

... the training on self-protection also contributed to release of Ms. Salma, a journalist who mysteriously disappeared ...' A network of CSOs in Zanzibar, February 2018.

Among other things, THRDC was regarded as being effective during the last phase when it comes to:-

- (i) Mobilization of HRDs which resulted into stronger voice as said earlier. Some of the partners reached out for comments during the evaluation process regard this organization as a reviver of Civil Society Sector (CSS), which is currently facing a challenge of shrinking civic space as discussed further below. Besides, THRDC is seen as surrogate of collapsed or collapsing national human rights networks in Tanzania.
- (ii) Provision of legal aid support to HRDs, resulted to rescuing them from risks and giving them confidence in carrying out their responsibilities. This largely involved HRDs working on extractive sector, journalism, pastoralist (especially in Loliondo) and political rights.
- (iii) In connection to a point above, the trainings on security management resulted into raised awareness of the HRDs' rights and responsibilities to a certain extent. Trained journalists sampled for the final evaluation process felt that, they were now empowered to work regardless of vivid threats of their work which prevail at the moment.
- (iv) Expansion of its outreach coverage through a web of members in all regions of Tanzania Mainland and Zanzibar; media engagement; and, the designated Zonal Focal Person (ZFP).
- (v) There is also noticeable efforts to engage at international levels through international networks such as European Union (EU); African Union(AU); United Nation (UN); EHAHRD-Net; UPR Info; Frontline Defenders; and, others mentioned in part one and subsequent parts of this report.
- (vi) The expanded outreach coverage has, in return, increased THRDC's visibility and outreach coverage whereby, at least 6,000 HRDs were served during the first past five years (2013-2017) of its operation.
- (vii) Established links with key stakeholders including government institutions such as the police force, CHRAGG, Registrar of NGOs; Media and, the legislature. This too, has resulted into increased THRDC's reputation. This was definitely a good advocacy strategy. An increase of funding and key partners could also be regarded as an indicator of increased reputation. For instance, the Coalition managed to fundraise nearly 70% of its expected five year budgetary estimates.
- (viii) Engagement in civic activities and democratic processes including new constitution making processes and national elections in 2015. As a result, a lot of human rights issues (though not directly relating to HRDs) were reflected in the draft proposed new Constitution; and that, 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 basing on the general observations.
- (ix) Fact finding missions. For instance, on Loliondo issue, in which there was an attempt to evict pastoralists from their traditional land resulted to some changes. For instance, after THRDC's interventions, CHRAGG issued a statement and order to stop evictions; and, the new Minister for Natural Resources ordered the same. The incidents and trends of attacking of HRDs in Loliondo have decreased.

2.2 MAJOR CHALLENGES ENCOUNTERED DURING PAST INTERVENTIONS

As it has been said earlier on, the 2013-2017 SP was the first comprehensive planning document to be prepared and implemented by THRDC, which was also just being registered at the time when the SP was incepted in January 2013. Therefore, a large part of its interventions were focused on institutional

building and awareness rising of HRDs' issues because they were a new development in Tanzanian human rights jurisprudence.

The infancy stage of the organization had direct implication for the execution of the Plan. For instance, THRDC managed to mobilize only 68% of the anticipated total SP's budget for five years. However, at least 80% of the planned SP's activities were effectively being implemented and notable results achieved as indicated in the previous section. Some of the gray areas which were not adequately addressed included: -

- a) Effectual support to THRDC's members especially to make them institutionally pro-active along with the Secretariat.
- b) Coverage of its interventions down to the grassroots' levels.
- c) Engagement of large section of public members and other strategic partners especially in CSS.
- d) Development and implementation of systemized and standardized advocacy approaches.
- e) Application of the knowledge gained especially on self-security management amongst members and even the Secretariat.
- f) Having adequate staffing base consummative, to a large extent, of the needs of the organization.

This SP seeks to build on all these and other shortfalls. The proposed inputs, interventions, approaches and deliverable results at all levels are designed to make a huge difference as it is indicated in the subsequent parts of this document.

2.3 SOME LESSONS LEARNT FROM PAST INTERVENTIONS

The first lesson was that, it needs a holistic approach to engage into HRDs issues in Tanzania due to, among other reasons, the environments in which they operate. Currently, there is steadily shrinking of civic space in the country due to: (i) presence of bad laws, some being recently passed including the Cybercrime Act of 2015, which limits freedom of expression and opinion; (ii) presence of legal and policy frameworks which are relatively blind to the HRDs specific rights; (iii) lack of solidarity among the CSS' members hence no common voice; and, (iv) ineffective adherence to the principles of good governance (e.g arbitrary orders and haphazard decisions by some public leaders). The THRDC and its members tried well to address these and other issues. However, lack of a sufficient common voice among CSS rendered civic movements in vain. From this lesson, THRDC has devised a strategy of bringing in and working together with a range of stakeholders. The SO1 of this 2018-2022 Plan is on public engagements. It proposes mapping, empowerment and facilitation of a range of stakeholders to come together and holistically address HRDs' issues.

The second lesson was that, an implementation of the four SOs indicated above was effective when there was an inter-linkage in approaches between the four results' areas indicated earlier. For instance, capacity building was a prerequisite intervention to the application of self-protection skills. This lesson provides the Coalition with an opportunity of strengthening integrated program drafting and implementation skills plus seeking funding partners' willingness to finance a full package of programs and activities unlike it was in the past whereby, funds secured were in piece-meal modality per identified specific program area. THRDC will encourage the funding partners to work with it through a basket-fund scheme.

The third lesson was that, the vibrancy of THRDC's movements in its core functions depended, to a large extent, on the institutional and organizational capacities of its members. For instance, a few members who were pro-actively working with the THRDC's secretariat were those with strong institutional setups, relevant projects and/or programs to what THRDC had and, also, had strong leadership.

As for this last lesson learnt, THRDC will opt for second major role on institutional facilitation of its members. Through the institutionalized zone coordinating units, all members will be facilitated to draw strategic plans which incorporate HRDs' issues and would also be empowered on organizational development issues including resource mobilization skills. The objectives one and five of this Plan have some outputs on this.

2.4 RELEVANCE OF PAST INTERVENTIONS AND SALIENT FEATURES OF THE 2018-2022 STRATEGIC DIRECTION

THRDCs plans to maintain the four strategic areas (advocacy, capacity building (empowerment), protection and institutional building) during this new phase (2018-2022) for reasons that, they are supporting core function of the organization which is 'protection of HRDs' and that, the three areas are still relevant due to current socio-economic, political and legal situations as it is explained further under paragraph 2.3 above. However, (i) there are some modifications to scale up the interventions; and, (ii) there is one additional strategic outcome on members' affairs and public engagement in general. The scale up levels which are also **salient features** of this new Plan are:-

- (i) Targeting a broader challenge facing HRDs - shrinking of civic space in Tanzania. Therefore, all interventions proposed in this Plan are geared towards (a) searching for attributing factors to the shrinking space through for instance case-based researches and open dialogues; (b) amassing more support from stakeholders within the CSS and the public in general (appealing to general public); and, (c) changing some of the intervention strategies (e.g. decentralizing advocacy activities).
- (ii) Intensifying THRDC's interventions at grassroots' levels. This is manifested through rescreening and mapping of members throughout the country; and, institutionalization and support of the zonal coordinating units in order to improve micro-engagement at regional, district, ward, village and street levels. Hard-to-reach areas such as prisons and refugee camps are also considered. At least 60% of the 2018-2022 interventions will focus on grassroots.
- (iii) Strengthening internal systems and structures. This is done through formulation of a number of operational policies or guidelines or manuals which either did not exist before or they were in place but still need to be reviewed. The following policies or guidelines are on plan to be formulated or reviewed as reflected in the Logic Framework embodied at the end of this SP document: -
 - a) Membership's Affair and Public Engagement Guidelines.
 - b) Zonal Coordinating Units' Standard Operating Procedures.
 - c) Advocacy Strategy/ Policy.
 - d) Volunteers' Policy.
 - e) Resource Mobilization Strategy.
 - f) (Review of) Human Resource Policy.
 - g) (Review of) Financial Management Policy.
 - h) HRDs Self-Protection Policy/ Guidelines.
 - i) Monitoring, Evaluation and Learning Framework.
 - j) Legal Aid Service Manual for HRDs.
 - k) Training Manual.
- (iv) Designing and operationalization of a legal aid services model of HRDs. This will also include a design of referral mechanism of reported HRDs' cases. The mechanism will guide links of follow-

up of a case from grassroots to zonal coordinating units; and then, to national and international level – if a nature of a case will necessitate this flow.

- (v) Introducing or improving research component. The strategic outcome three includes a specific output on researches. The aim is to have more informed and evidence based advocacy or other interventions due to the current state of political environment. There will be three types of researches, namely; (i) case-based studies; and, (ii) HRDs situation surveys. Other research-related interventions will be fact-finding missions.
- (vi) Establishing HRDs' resource centre at the THRDC's secretariat. This is an ideal platform for everyone to learn and get empowered on HRDs and other related rights. The resource centre is proposed to be linked to some of the higher learning libraries. It will be managed by a qualified information officer or librarian. The centre will also be responsible for disseminating information and knowledge. This Plan solicits some supports to facilitate THRDC to increase engagements with all forms of media including social media and an establishment of on-line TV to be known as 'Mtetezi TV' ('Defender's TV').
- (vii) Improving staff' and thematic groups' capacity. The evaluation report showed that the THRDC's secretariat had its hand in almost 'everything' that emerged. The reason for this trend was lack of sufficient capacity and confidence of members especially through their thematic groups to react on issues as they happen. Moreover, the staff members did not have sufficient specialized skills of the portfolios entrusted to them to manage. All these necessitated design of a Plan which reflects a need for improving the capacity and performance of staff and members as well.
- (viii) Advocacy approach which (i) seeks to link between grassroots' advocacy efforts with national and international ones; (ii) empowering THRDC's members to be part of advocacy work; (iii) systemized and evidence-based approaches through the formulation of the advocacy policy and inclusion of research component in the Plan; (iv) focus not only on policy and legal reforms (traditional approach), but also, on human rights systems and plans including mainstreaming of HRDs' issues into the National Human Rights Action Plan (NHRAP) 2018-2022, currently under formulation; and, (v) strategic engagement with the government instead of using a confrontational approach.

2.5 CURRENT HRDs' CONTEXTUAL SITUATIONS

The environmental scanning process done by the THRDC's Board and members invited for validation of this SP revealed that, HRDs are still working in a risky environment notwithstanding notable efforts by THRDC and other stakeholders to change the situation. Therefore, the working environments of HRDs are not yet conducive or friendly to them. Attributing factors to this situation mentioned included: -

- (i) Presence of unfriendly legal and policy frameworks. For instance, the 1998 UN Declaration of HRDs' rights, is yet to be translated into Tanzanian legal jurisprudence.
- (ii) Limited political will to implement principles of good governance.
- (iii) Insufficient solidarity among members of civil society sector. The sector has not been able to strongly bring together its members for a common agenda. The civil society sector, as said earlier, includes NGOs, community based organizations (CBOs), faith based organization (FBOs), trade unions, media and other rights based groups.

On the other hand, the civic space was said to have been steadily shrinking due to a number of reasons, including enactment and enforcement of some laws; and also, the current political situation which seems to be tense when it comes to being criticized following the undemocratic leadership styles of some public officials.

The recently enacted laws which limit freedom of expression and opinion are the Cybercrime Act of 2015; the Media Services Act of 2016; and, the Access to Information Act of 2016. Such laws did not solve a challenge of lack of freedom of press. Rather they seem to widen the limitation of media freedom. For instance, between 2015 and 2017, several newspapers, radio and television stations were banned, ordered to suspend operations or fined for allegations of sedition. There is also continuous 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).

The recent 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 have not yet been addressed. This situation is very scary for the HRDs to work freely especially when the justice machinery and systems do not show sufficient efforts to rectify the situation. Currently, the media are not free to report on critical issues relating to human rights, governance and accountability. The religious institutions which used to be vocal on public issues are also generally silent.

There is also a blanket prohibition of political activities, which are platforms for raising civic awareness. Public gatherings are also generally prohibited and could only be allowed at the pleasure of the police.

The intimidations against those who raise voices are vivid and evident. For instance, having been outspoken of so many HRDs' issues, the Coordinator of THRDC was intimidated and, some government officials tried to fix him with an allegation that he was not a Tanzanian citizen. Same allegations were made against an outspoken Roman Catholic Bishop especially when he openly called for reinstatement of new constitution making processes. There was also a surprising rescreening of all NGOs in Tanzania Mainland. The gist of the screening process was not clear. Towards the end of 2017, the outspoken President of the Tanganyika Law Society (TLS), who is also a parliamentarian and opposition whip in the parliament, was shot quite brutally by 'unknown' people. No one has been arrested in connection to the shooting. Similar incidents are still happening.

The growing fear among HRDs is clearly seen. For instance, it has been a challenge to bring the HRDs (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 normally willing to issue strong statements and take bold actions against human rights violations.

Because of the intimidations and attacks to almost everyone speaking out against the government – be it journalists, media house, bloggers, NGOs, musicians, politician and now even religious leaders - the civic space is steadily shrinking as said earlier. On the other hand, continuation of such incidents could be a good point of argument of the relevance of past and proposed strategic interventions.

While all these happen, funding from development partners is increasingly becoming a challenge for HRDs' organizations. Most of the funding partners have not designed special windows for HRDs' interventions. Therefore, accessing resources for implementation of the HRDs' related programs or projects is very difficult.

PART THREE

STRATEGIC DIRECTION AND PROPOSED PROGRAMS

3.1 THEORY OF CHANGE

The THRDC's core function is protection of HRDs to enable them living and operating in favorable environments in Tanzania. There are currently so many factors which hinder free and safe working environments for HRDs. One of those factors, which is also regarded as most pertinent due to the way it manifests itself within socio-economic and political situations is the shrinking of civic space.

Therefore, THRDC has designed this Plan towards improving the civic society space which will result into improvement of working environments of HRDs. The growth of civic society space will be achieved through the mobilization of more stakeholders in human rights fields especially from within the civil society sector (in the context discussed earlier). Moreover, in relation to this, THRDC will appeal to the general public to be part of its interventions. Its members will be empowered to not only protect themselves against potential risks; but also, to be part of advocacy processes and social movements (especially with regards to mobilization). The empowerment, sensitization and engagements will cover both demand side (HRDs) and the supply side or duty bearers, mostly being State organs. The supply side will be empowered and sensitized on HRDs issues so that they take actions towards improving the civic space.

As an overall (summary of theory of change) picture (Figure 3.1) below shows, THRDC will work towards empowering its 10 zones, which will return, engage with grassroots (public and other stakeholders). The THRDC proposes this working modality in order to (i) ground its interventions in the hands of majority members; and, (ii) sustain its intervention by strengthening ownership of the interventions and results.

Figure 3.1: A Snapshot of Theoretical Framework of 2018-2022 THRDC's SP

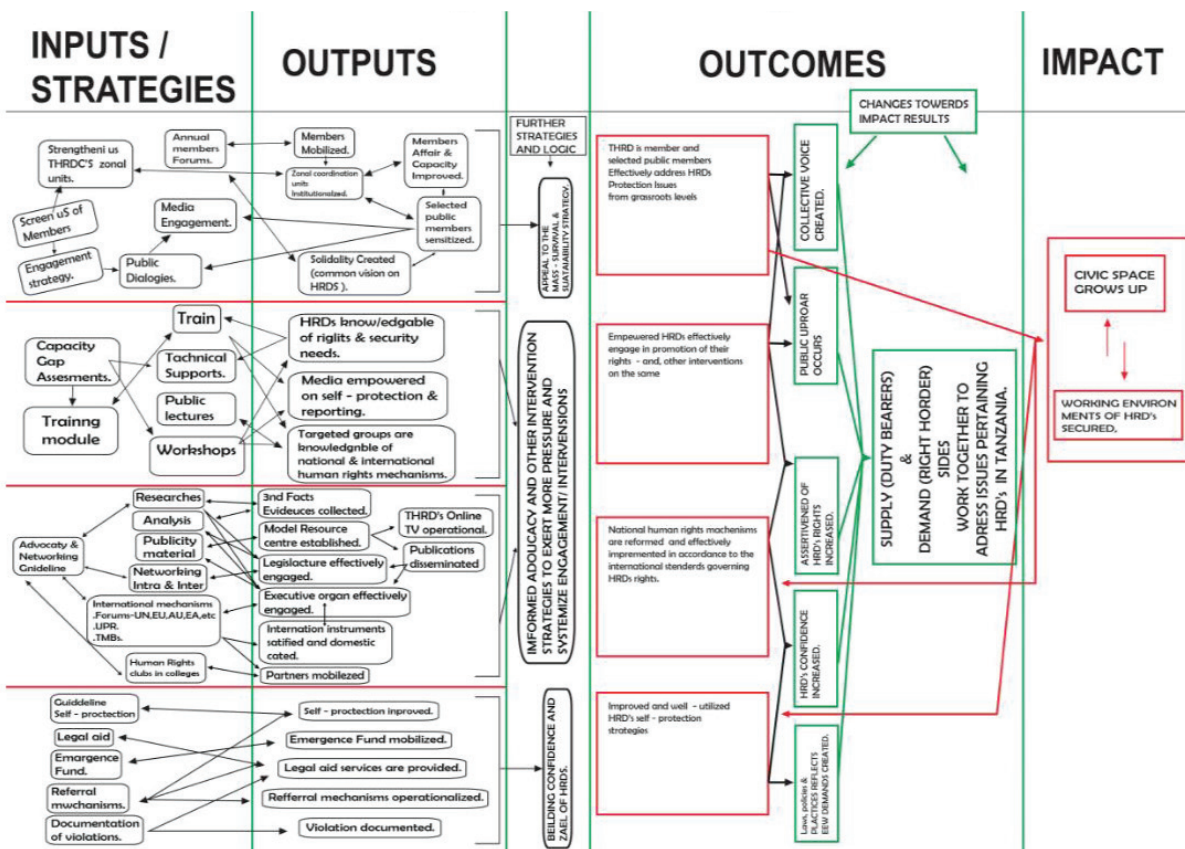


Source: Translated from THRDC's Board and Members Deliberations, February 2018.

Basing on the snapshot of the theoretical framework of the 2018-2022 SP, it is the THRDC's conviction to intensify grassroots interventions especially through institutionalized and capacitated zonal coordinating units of its members. At least 60% of the interventions will be directed towards community engagement.

According to Figure 3.1 above, the idea here is that, if the community will be mobilized and some being empowered through the THRDC' members, they will start taking a lead role to become not only advocates of HRDs once they (HRDs) are trapped in risks, but also, becoming part of social movement to create public uproar on better civic space in Tanzania. Therefore, unlike the previous SP (2013-2017), this time around THRDC's members and general public will be part of the empowerment processes (e.g. legal literacy of HRDs' rights); advocacy; and self-protection agenda. Figure 3.2 below shows a detailed surge of theory of changes in the context of this Plan:-

Figure 3.2: Detailed THRDC's Theory of Change 2018-2022



Source: Deduced from Logic Framework of THRDC's Strategic Plan 2018-2022.

On the other hand, the pathways to the growth of civic space strategically include both prevention of further risks, control of incidents of violations happened, promotion of HRDs' rights and enforcement measures of the same. The prevention pathways include awareness raising, empowerment programs on self-protection skills and public engagement including the youth especially at higher learning levels – because it is feasible and easy to engage with them. The control and enforcement measures include provision of legal aid services, improvement of referral mechanism including the protection desks and fund as well as dialogues with the law enforcers. The promotion of HRDs' rights is manifested through an advocacy intervention and creation of grassroots based movement especially under the management of zonal coordination units and thematic groups.

The subsequent sections of this part provide summary and rationale of each of the strategic outcomes

(SOs), summary of outputs and major activities. An overall goal (impact) is also explained. Note that, detailed information of all these is contained in the Logic Framework/ Results' Framework attached at the end of this SP document.

3.2 VISION AND MISSION

3.2.1 Vision

THRDC envisages free and secured environments for the Human Rights Defenders in Tanzania.

3.2.2 Mission

THRDC strives to maximize and sustain the empowerment, protection, respect and recognition of HRDs in Tanzania.

3.3 STRATEGIC GOAL AND IMPACT

The THRDC expects that, at the end of the year 2022 living and working environments of HRDs in Tanzania will be improved and secured through the growth of civic space. That will happen after systematic approaches to mobilize and sensitize its members and general public so that they will work together with other stakeholders to address pertinent issues which cause the shrink of civic space in the country. The prerequisite factors towards effective engagement of THRDC's members, general public and other stakeholders are empowerment through legal literacy of the rights and responsibilities of HRDs; collective advocacy approaches; control of risks and human rights incidents as they happen; and, institutional support of THRDCs and its members.

This 2018-2022 program introduces an intensive participatory approach in which, THRDC will direct at least 60% of its interventions to grassroots levels of engagements. Moreover, the program directs itself towards improvement of zonal coordinating units and individual members in order to make them managers of their own destinies. It is also expected that, effective public engagement will be attained through the said coordinating units and THRDC's members working under their respective thematic groups. More civil society members have been explored and proposed to be included in the HRDs' interventions.

Table 3.1: Program's Goal and Deliverable Impact by 2022

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS
Overall Goal (IMPACT)	Impact Indicators
To contribute to the growth ¹ of civic space in which HRDs' working environments are improved.	<ul style="list-style-type: none"> • Improved legal, policy and institutional frameworks on HRDs (especially recognition and protection). • Presence of pro-HRDs national human rights plans and strategies (e.g NHRAP 2018-2022; and, CHRAGG's Strategic Plan 2017-2022, which address HRDs issues). • Reduced threats and incidents of attack of HRDs. • Section of individual HRDs and informal or organized groups of HRDs which are able to freely, effectively and without discrimination, promote and protect human rights (of HRDs).

(Footnotes)

¹ Note that, '*growth*' is the positive result of 'shrinking' which THRDC's Members and BODs needed it to be addressed on 2/2/2018.

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS
Overall Goal (IMPACT)	Impact Indicators
	<ul style="list-style-type: none"> Proportion of HRDs, CSOs, community activists and civic space actors who are free to deliberate on human rights and good governance issues without being intimidated.

Source: THRDC's Members, BODs and Other Opinions.

3.4 KEY RESULT AREAS

Five key results areas (KRAs) or strategic outcomes (SOs) have been designed as drivers towards realization of the above strategic goal or impact of this Plan. The KRAs are; (i) the THRDC's Members and the general public are mobilized and (they are) effectively addressing human rights protection issues; (ii) the THRDC's members and relevant stakeholders are empowered and efficiently engaging in protection and promotion of the HRDs' rights; (iii) the national human rights mechanisms on HRDs are effectively reformed and being implemented in favor of HRDs; (iv) the HRDs' security, protection and performances are improved; and, (v) the performance and sustainability of THRDC is enhanced.

3.4.1 KRA I: THRDC's Members and the General Public are Mobilized and Effectively Addressing Human Rights Protection Issues

There was little engagement of members and general public during the past program's implementation. This was due to the fact that, THRDC concentrated more on institutional building and creation of public awareness of the specific rights of HRDs. As a result, the interventions were not strong enough to bring bigger results. Moreover, the prevention and sustainability components of the program were not adequately addressed. The interventions covered numerous groups of people but not large enough to create public uproar as an advocacy strategy, especially in reflection to the current state of civic space in Tanzania.

It is from that background that this new KRA/ SO on members and public engagement is introduced. To achieve this outcome, THRDC proposes the following strategies: -

- (i) Systemize, standardizing and regularizing membership and public engagements through adoption of the guidelines on the same.
- (ii) Mapping, rescreening and documenting (through a database) members in order to ensure geographical representation of all regions and zones. More emphasis on this will be put on grassroots' based members where THRDC plans to invest more during the Plan period.
- (iii) Institutionalization of the zonal coordinating units by designing support mechanisms, empowering them and then, delegating more mandates to them in order to strengthen outreach services to members, stakeholders at grassroots levels and general public as well. Strong individuals will be enabled to undertake local social activism.
- (iv) Institutional support to members especially through trainings on organizational development and fundraising skills.
- (v) Supporting establishment and nourishment of civil society groups through, among other things, developing a simplified version of guideline to facilitate them to form into formal groups. Local opinion leaders will be especially supported to form these groups and become human rights champions.

- (vi) Publicizing HRDs' issues through various forums including media engagement, commemoration of HRDs' Day, establishment of HRDs' clubs at higher learning institutions, and meetings with various stakeholders.

Table 3.2: Results Table and Indicators for KRA 1 on THRDC's Members & Public Engagements

OUTCOME 1	OUTCOME INDICATORS
THRDC's Members and the general public are mobilized and effectively address HRDs and human rights protection issues.	<ul style="list-style-type: none"> • HRDs joined the movement. • Emerging collective voices (solidarity) on HRDs' related issues/ public uproar.
Outputs	Outputs' Indicators
THRDC's members are mobilized and rescreened.	<ul style="list-style-type: none"> • Refined list/ database of members is developed. • Support to zonal coordinating units is institutionalized. • Members' database developed. • Membership engagement strategy developed.
Zonal coordinating units are institutionalized.	<ul style="list-style-type: none"> • 11 Zonal Coordinating units are institutionalized throughout the country (including Pemba).
Membership affairs are taken care of and improved.	<ul style="list-style-type: none"> • Level of satisfaction of members through annual members' satisfaction surveys.
Public members are sensitized on HRDs' rights and solidarity on the same is created.	<ul style="list-style-type: none"> • Number of public-reported incidents of HRDs violations. • Frequency of HRDs issues discussed by the general public (e.g. through media). • Extent of public support to HRDs.
Members' institutional capacity issues including financial management, human rights education, resource mobilization skills and strategic planning process are improved	<ul style="list-style-type: none"> • Percentage of THRDC members who are knowledgeable and applying the skills. • Number of Members accessing human rights fund. • Number of Members with strategic plans. • Number of members with good financial plan.

Source: THRDC's Results or Logic Framework Table 2018/ 2022 - Annexed.

3.4.2 KRA II: Human Rights Defenders are Empowered and Efficiently Engaging in Protection and Promotion of Human Rights and HRDs' Security

This is a capacity building program. It is sustained from the previous 2013-2017 program on the reasons that, the capacity needs are still relatively high. Moreover, the previous training package (i) narrowly reflected HRDs' issues; (ii) the training approach did not allow transmission of knowledge to the large section of stakeholders; (iii) the end result of the trainings was more on informing than empowering and sensitizing the THRDC's members and other stakeholders to act; and that, (iv) the training package was rather generalized while each HRDs (basing on the thematic groups) has its own special capacity needs. Moreover, (v) the trainings were not systematic (regular) and therefore not result-based.

As a result of those and other factors, the capacity building program achieved little results despite weighty investments on it. Due to this experience, THRDC proposes the following strategies or improvements on this program:-

- (i) Designing a training package which comprehensively reflects the capacity needs of not only HRDs' members of THRDC; but also, other stakeholders. The package will be developed after a thorough capacity needs assessment.
- (ii) Widening training objectives from self-protection issues to members' institutional capacity issues including financial management, human rights education, resource mobilization skills and strategic planning process which also incorporate HRDs' components.

- (iii) Developing training curriculum with different approaches for each targeted groups.
- (iv) Support training courses with reference and learning materials including booklets and fliers in hard and electronic formats.
- (v) Monitoring and evaluation of the trainings to gauge their effects and impacts and adjust accordingly.

Table 3.3: Results Table and Indicators for KRA II on Empowerment of THRDC’s Members and Other Stakeholders

OUTCOME 2	OUTCOME INDICATORS
Human Rights Defenders are empowered and efficiently engaging in protection and promotion of human rights and HRDs’ security.	<ul style="list-style-type: none"> • Assertiveness of HRDs to address HRDs issues in their constituencies. • Level of confidence of THRDC’s members to address HRDs issues in their thematic areas. • Assertiveness of public members to question and demand for HRDs’ rights. • Reduction of attacks on HRDs. • Increased reported HRDs’ incidents of human rights violations.
Outputs	Outputs Indicators
HRDs are knowledgeable on specific HRDs’ rights, security needs and their responsibilities.	<ul style="list-style-type: none"> • HRDs are empowered as a result of capacity building trainings. • HRDs are able to identify their rights and responsibilities. • HRDs are able to detect risk and security incidents
The media practitioners (mainstream and social) are empowered to protect themselves, monitor and report on human Rights abuses against HRDs.	<ul style="list-style-type: none"> • Media practitioners are empowered as a result of capacity building training. • Media practitioners are knowledgeable of reporting Human rights and HRDs issues. • Media practitioners are confident in reporting human rights abuses against HRDs.
HRDs are empowered in domestic legal, policy and regulatory framework related to HRDs, media and CSOs operations in Tanzania.	<ul style="list-style-type: none"> • A compendium of legal and policy framework is developed and updated. • HRDs are aware of domestic legal and policy framework and able to address their rights and responsibilities. • Number of HRDs accessing and utilizing domestic legal frameworks
HRDs are empowered in modern human rights ideas, international human rights systems and mechanism as part of continuing education for HRDs.	<ul style="list-style-type: none"> • HRDs are aware of regional and international human rights mechanisms. • HRDs are able to access and engage in various regional and international human rights mechanisms. • Number of human rights issues from Tanzania are reported at regional and international human rights mechanisms

Source: THRDC’s Results or Logic Framework Table 2018/ 2022 - Annexed.

3.4.3 KRA III: National Human Rights Systems, Frameworks and Plans on Human Rights and HRDs are Effectively Established, Reformed and being Implemented in Accordance with Regional and International HRDs Standards

This is an advocacy program. Unlike previous one, this one directs THRDCs to focus not only on legal and policy frameworks on HRDs; but also, on system strengthening and planning to ensure that all these mainstream and implement HRDs’ issues. This option is strategically adopted because it is almost impracticable to manage pursuing the government to change the law and policy especially due to current civic condition of Tanzania. The ‘human rights systems’ in the context of this program include

the strengthening of the Commission for Human Rights and Good Governance (CHRAGG); criminal justice system (whole chain); and, the judiciary. The 'plans' include the National Human Rights Action Plan (NHRPA) of 2018-2023 currently being formulated.

It should be noted that, Tanzania has not yet incepted the UN Declaration on the Rights of HRDs of 1998; not yet ratified the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT) of 1984; and, not yet mainstreamed the African Union's Model Law for HRDs which was adopted during the 59th session of African Commission for Human and People's Rights (CHPR) in 2014. Therefore, the current national legal and policy frameworks on human rights are generally blind to rights of HRDs. The protection and other rights and duties of relevant to HRDs are stipulated in the Bill of Rights and Duties of the Constitution of the United Republic of Tanzania of 1977 and Constitution of Zanzibar of 1984 (both as amended from time to time). However, such rights are generalized. There is no specific reference to HRDs.

On the other hand, there are laws which contain unfriendly provisions against HRDs' work. For instance, the Cybercrime Act of 2015; the Media Services Act of 2016; the Access to Information Act of 2016; and, the Statistics Act of 2015 create some offences which directly intervene with the routine work of HRDs. These laws have been effectively implemented since the fifth phase government came into power. For instance, a number of internet users have fallen victims of the cybercrime law. The media service law has already been used to justify suspension of some newspapers. The regulatory authorities have also been exercising their statutory discretionally powers to punish or intimidate media outlets or individual persons who happen to be critical against the government's policies. For instance, all major private TV stations were in January 2018 heavily fined by the Tanzania Communication Regulatory Authority (TCRA) on allegation of airing 'unbalanced' story about the findings of LHRC's by-elections' observation report. The archbishop of Full Gospel Fellowship Church was reported to have been interrogated by the Tanzania Revenue Authority (TRA) after he made remarks against the public leaders who do not like to be criticized.

Owing to those challenges, THRDC plans to use the following strategies: -

- (i) Carefully systemize an advocacy strategy by, among other things, adopting an advocacy policy which will be used by THRDC's secretariat and its members. The advocacy policy will detail objectives, issues and procedures on advocacy at the grassroots, national and international levels. On the same vein, the policy expects to indicate the connection between grassroots advocacy efforts and national or international ones.
- (ii) Engage in evidenced based advocacy in order to make the movements persuasive especially due to the fact that, the current public leaders tend to avoid critiques against them.
- (iii) Target strategic reforms such as the new constitution making process in order to incorporate HRDs issues into law.
- (iv) Focus on mainstreaming HRDs' issues and strengthen systems and plans relating to human rights generally. As such, THRDC will work closely with CHRGG, Law Reforms/ Review Commissions of Tanzania Mainland and Zanzibar (LRCT/ LRCZ), relevant parliamentary committees, local government authorities and other stakeholders.
- (v) Adopt holistic advocacy approach whereby, THRDC's members and the general public will be empowered, informed and therefore, strategically utilized to increase public uproar on issues needing reforms.

- (vi) Engagement in international forums including Universal Periodic Review (UPR) processes and such regional entities of HRDs as EHAHRD-Net and the ACHPR.
- (vii) Strategic engagement with mainstream and social media including an establishment of online television to be known as 'Mtetezi TV.'
- (viii) Establishment of a model resource center, which will also act as a reference point on THRDC activities by the public.

Table 3.4: Results Table and Indicators for KRA III on Advocacy

OUTCOME 3	OUTCOME INDICATORS
National Human Rights systems, frameworks, and plans on human rights and HRDs are effectively established, reformed and being implemented in accordance with Regional and International HRDs standards.	<ul style="list-style-type: none"> • National Human Rights Action Plans have incorporated HRDs issues. • Human rights implementing institutions have incorporated HRDs issues. • HRDs issues are reflected in Country Reports to regional and UN treaty monitoring bodies. • Legal framework has mainstreamed HRDs issues. • Policy framework has reflected HRDs issues. • Implementation of plans, laws and policies is sensitive of the specific needs of HRDs.
Outputs	Output Indicators
Researches and publications for advocacy are conducted and issued periodically.	<ul style="list-style-type: none"> • Various researches conducted periodically. • Reports are published periodically. • Type of issues identified by the researches.
A model HRDs' resource centre is established and furnished with all relevant facilities and publications.	<ul style="list-style-type: none"> • Functional resource centre in place. • Public is aware of the resource center. • Number of HRDs accessing the center
THRDC effectively engaged with the parliament, judiciary, the government and other state apparatus for reform and enactment of laws, frameworks, plans and policies related to HRDs.	<ul style="list-style-type: none"> • CHRGG's plans which reflect HRDs issues. • LRCT's plans which reflect HRDs issues. • Parliamentary committees' agenda and reports which reflect HRDs issues. • LGAs' plans or programs which address HRDs issues. • Number of law and policy reforms processes which THRDC shared its views. • Number of planning processes in which THRDC shared its views. • Number of THRDC's recommendations considered.
The International and Regional Human Rights instruments related to HRDs are advocated, ratified and/or domesticated into national frameworks.	<ul style="list-style-type: none"> • Provisions of international instruments ratified/ incorporated in national frameworks. • Participation of THRDC in treaty monitoring cycles. • Nature or types of concluding observations/ recommendations issued as a result of THRDC's engagement at treaty monitoring bodies or international meetings. • Number of HRDs attending regional and international human rights meetings • Number of human rights issues taken domestically

OUTCOME 3	OUTCOME INDICATORS
Mobilized and sensitized HRDs solidarity and networking (to collectively work together) with other stakeholders such as media, private sector, development partners, and government officials on HRDs issues and human rights.	<ul style="list-style-type: none"> • Memorandum of Understanding/ modality of working together on HRDs issues agreed. • Number of HRDs who attend domestic regional and International Human rights forums. • Number of joint interventions with partners and other stakeholders. • Number of joint working group formulated • CSOs joint calendar formulated.

Source: THRDC's Results or Logic Framework Table 2018/ 2022 - Annexed.

3.4.4 KRA IV: HRDs' Security and Protection Mechanisms are Strengthened

The security and protection of HRDs are core functions and main reason of THRDC's existence. This Plan carries from the previous one the same KRA on protection because it is still highly needed. The major changes introduced are (i) regularization of protection; and, (ii) adoption of a model legal aid scheme for HRDs. It is expected that, with these two added impetuses, the protection level of HRDs will be improved further.

The proposed strategies for this KRA are:-

- (i) Adoption of the self-protection guideline for THRDC secretariat and members.
- (ii) Mobilization of resources for an emergence fund.
- (iii) Institutionalization of security issues to all members.
- (iv) Establishment of HRDs' model legal aid scheme, through legal empowerment approach (LEA).
- (v) Creation of firm referral mechanisms at zonal level through the national and international levels.

Table 3.5: Results Table and Indicators for KRA IV on Protection of HRDs

OUTCOME 4	OUTCOME INDICATORS
HRDs' security and protection mechanisms are strengthened.	<ul style="list-style-type: none"> • Reduced incidents of threats, attack, arrests and malicious prosecutions. • Proportion of HRDs who are empowered to work freely and confidently.
Outputs	Output Indicators
HRDs' self-protection strategies improved and used.	<ul style="list-style-type: none"> • Guideline on self-protection in place. • Number of HRDs using the Guidelines (and in a right way). • Number of HROs with Security policies • Number of HROs with security grants • Number of HRDs applying security protocols in their daily programs
Emergence protection Fund is mobilized and being used to support emergence services.	<ul style="list-style-type: none"> • Fund in place. • Amount of funds • Number of HRDs benefited
Legal aid services (<i>through legal empowerment approach</i>) are provided to HRDs in need of it.	<ul style="list-style-type: none"> • Legal aid scheme for HRDs developed and operationalized. • Number of HRDs accessing legal aid support
Referral mechanisms of HRDs' survivors or victims of violations are operationalized.	<ul style="list-style-type: none"> • The referral mechanisms connecting zone, national and international efforts are developed. • The number of beneficiaries • Number of partners
Documentation of HRDs violations, fact finding missions and interventions improved.	<ul style="list-style-type: none"> • Incidents of HRDs are intervened. • Incidents of HRDs are reported and recorded. • Fact finding missions are conducted.

Source: THRDC's Results or Logic Framework Table 2018/ 2022 - Annexed.

3.4.5 KRA V: Performance and Sustainability of THRDC Enhanced

The deliverance of all KRAs and strategic goals discussed above plus their outputs and activities depends on the performance of the THRDC's secretariat and its members. This program has proposed inclusion of members' capacity building especially their institutional development in order to support THRDC's outreach and the mission to engage more at grassroots' levels.

This KRA is maintained from the previous Plan with some changes including those aimed strengthening human and financial resources. During this period, THRDC will continue to invest in corporate good governance principles. It will also improve the link between the secretariat and members especially through zonal coordinating units. The program is also designed in such a way that it will improve BODs' performance; motivate workforce (staff members and volunteers) to work for the organization; and, therefore, improve further performance. All these will be expected to increase the reputation, an image and brand of THRDC to attract more support and legitimize its existence before the eyes of the public.

The proposed scale-up strategies include: -

- (i) Preparation and adoption of resource mobilization strategy in order to have financial sustainability. The resource mobilization strategy will guide THRDC to explore new sources of funds and other resources.
- (ii) Preparation and adoption of volunteering policy in order to improve an engagement with the volunteer in such a way that, young people will be attracted to work with THRDC as part of learning and contributing to HRDs' movements.
- (iii) Creation of a M, E & L system which will effectively guide the relevant program officer to track down progress and map out results especially at outcome levels – which happened to be a challenge during the implementation of the previous SP.
- (iv) Hiring, developing, motivating and maintaining skilled staff. On this, some attractive packages such as gratuity, security allowances, good package of health insurance and other benefits will be offered as the organization manages to secure support from funding partners.
- (v) Ensuring that THRDC and members develop clear sustainability plans.

Table 3.6: Results Table and Indicators for KRA V on Institutional Development and Sustainability

OUTCOME 5	OUTCOME INDICATORS
Performance and sustainability of THRDC enhanced.	<ul style="list-style-type: none"> • Presence of financial and other systems and operational manuals. • Level of retention of staff members and volunteers over period of time. • Quality of directives from GA and Board of Directors. • Level of financial performance.
Outputs	Output Indicators
Resource mobilization strategy is formulated and being used for THRDC sustainability.	<ul style="list-style-type: none"> • Resource mobilization strategy improved • THRDCs' own sources of funds. • Number of THRDCs donors/partners. • Amount of funds collected
Financial management systems are improved further and kept up-to-date.	<ul style="list-style-type: none"> • Procured financial system. • Auditing report indicating sound performance. • Feedbacks from development partners and members. • Policies and financial systems reviewed regularly. • Presence of systems such as operational guidelines and policies.

OUTCOME 5	OUTCOME INDICATORS
Skilled and sufficient staff and volunteers are recruited, motivated, capacitated and maintained for THRDC sustainability.	<ul style="list-style-type: none"> • Number of staffs hired per each result area. • Number of volunteers working with THRDC. • Ability of hired staffs to handle program's activities. • Number of capacity building trainings conducted for staff. • Proportion of staff maintained over period of time. • Number of staff benefits and allowances • Staff Continuing education.
THRDC's governance system is improved and effectively adhered to.	<ul style="list-style-type: none"> • Amended THRDC Constitution. • Reviewed organization structure. • Constitutional (oversight) meetings conducted. • Number of Board Meetings. • Improved and vibrant Board of Directors
Office security and working facilities are procured and efficiently used.	<ul style="list-style-type: none"> • Procured plot of land and office space. • Number of office facilities procured. • Quality and efficiency of work. • Number of HRDs reached. • THRDC office security and staff improved
Monitoring, Evaluation and Learning (M, E & L) system is designed and being implemented.	<ul style="list-style-type: none"> • The M, E & L system is established and installed for use. • Management Meetings conducted. • Staff and Board performance appraisal • M & E officer recruited.

Source: THRDC's Results or Logic Framework Table 2018/ 2022 - Annexed.

PART FOUR

IMPLEMENTATION, MONITORING AND EVALUATION OF THE PLAN

4.1 APPROACHES TO IMPLEMENTATION

The KRAs indicated earlier on are interlocked to achieve the same strategic goal. In this regard, they depend to each other. Therefore THRDC will adopt holistic implementation of the Plan and it hereby calls for basket or long term assured funding.

Moreover, the Plan's design links well KRAs, outputs and their respective activities with the budgetary framework in order to ensure each of these result areas is adequately funded.

The strategic approaches for implementing this program include:-

- (i) Delegation of some responsibilities to the (a) zonal coordinating units; and, (b) thematic groups.
- (ii) Empowering THRDC's members and the general public in order to have large movements and sustainability of the program.
- (iii) Mobilization of adequate resources from different sources.
- (iv) Systemize implementation of activities through adoption of operational guidelines and manuals.
- (v) Formulation and use of a comprehensive M, E & L system.
- (vi) Preparing operational plans and annual plans as a way of actualizing this SP.
- (vii) Creation of directorates or departments matching with the number of KRAs.
- (viii) Adopting a bottom-up approach of program implementation especially through institutionalization and empowerment of zonal coordinating units.

4.2 CONTENTS OF M, E & L PLAN

The M, E & L plan will be deduced from the logic framework attached herewith. It will comprise of performance indicators for each KRA, types of sources of data to measure those indicators, frequency of the data collection and analysis, as well as who will gather the data (responsibilities).

The said plan will include tools and processes for monitoring and evaluating programs' implementation.

The tools for M, E & L plan will include prescribed templates for meeting reports; field reports; management reports; board reports; GA's reports; press releases; zonal supporting reports; etc. The processes will include: -

- (i) Periodical implementation meetings (PIMs) at departmental and managerial levels.
- (ii) Management meetings.
- (iii) BODs Meetings.
- (iv) GA meetings.
- (v) Regular e-meetings with members especially through their respective zones or thematic groups.
- (vi) Physical visitation of members.
- (vii) Staff appraisals.
- (viii) Auditing of financial reports.

- (ix) Midterm assessments.
- (x) Meetings with funding partners.

4.3 MONITORING FUNCTIONS AND STRUCTURES

The monitoring functions will be outlined at each level as follows: -

- (i) The BODs shall be responsible for:-
 - a) Supervising the implementation of this Plan and related programs.
 - b) Reviewing and approving annual plans and budgets.
 - c) Providing overall leadership to the Coalition and guidance to the management.
 - d) Developing agreements with development partners.
 - e) Conducting field visits to zonal coordinating units when a need arises.
 - f) Preparing for and executing both midterm and final external evaluations.
- (ii) The Management Team shall be responsible for:-
 - a) Developing tools for the M, E & L plan.
 - b) Preparing progress reports to BODs and funding partners.
 - c) Documenting cases and lessons from the field.
 - d) Facilitate annual retreats for self reflection.
- (iii) The M, E & L Program Officer shall be responsible for:-
 - a) Establishing a comprehensive M, E & L framework.
 - b) Coordinating Monitoring functions on behalf of the senior Management.
 - c) Developing and supervise implementation of M, E & L plan.
 - d) Organising monitoring visits and evaluation missions to zonal coordinating units and some of members.
 - e) Documenting and sharing results, success stories and learned lessons.

The M, E & L program established in order to ensure quality control of the planning, interventions, monitoring, evaluation and reporting of the activities and results of this Plan. The first one will be for programs – to be headed by Director of Programs; and, the second one will be on finance and administration matters, to be headed by the Director of Finance and Administration. The director of program will act as M, E and L Officer as well.

APPENDICES

ANNEX I: LOGIC FRAMEWORK

Table 3.7: Detailed THRDC's Result Matrix (Logic Framework) 2018-2022

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Overall Goal (IMPACT)	Impact Indicators		
To contribute to the growth ² of civic space in which HRDs' working environments are improved and secured.	<ul style="list-style-type: none"> Improved legal, policy and institutional frameworks on HRDs (especially recognition and protection). Presence of pro-HRDs national human rights plans and strategies (e.g NHRAP 2018-2022; and, CHRGG's Strategic Plan 2017-2022, which address HRDs issues). Reduced threats and incidents of attack of HRDs. Section of individual HRDs and informal or organized groups of HRDs which are able to freely, effectively and without discrimination, promote and protect human rights (of HRDs). Proportion of HRDs, CSOs, community activists and civic space actors who are free to deliberate on human rights and good governance issues without being intimidated. 	<ul style="list-style-type: none"> Amend ended laws. NHRAP. Parliamentary reports. Newspaper cuttings. Situation reports. Annual progressive reports. NGOs and human rights database. CSOs annual reports. 	<ul style="list-style-type: none"> Political will is maintained. Undemocratic regime. General elections. New draconian laws. Media landscape. Global Economic crisis.
OUTCOME I (SO1)	Outcome Indicators		
THRDC's Members and the general public are mobilized and effectively address human rights and HRDs protection issues.	<ul style="list-style-type: none"> HRDs joined the movement. Emerging collective voices (solidarity) on HRDs' related issues/ public uproar. 	<ul style="list-style-type: none"> Reports. CSOs public reports. TV programs. Newspaper cuttings. 	<ul style="list-style-type: none"> Level of public awareness is high. There is a vibrant and determined public mass. Members have resources for public mobilization. Customs and traditions allow public action.

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Output 1.1	Output Indicators (1.1)		
THRDC's members are mobilized and rescreened.	<ul style="list-style-type: none"> Refined list/ database of members is developed. Support to zonal coordinating units is institutionalized. Members' database developed. Membership engagement strategy developed. 	<ul style="list-style-type: none"> Members' database. Focal Person reports. Members' progressive reports. 	<ul style="list-style-type: none"> Members' expectation is leveled. Attrition of members is low. members meet their obligations to the Coalition
Activities for Output 1.1	Targets/ Milestones for Activities of Output 1.1		
1.1.1 Developing the THRDC's membership and public engagement strategy or guideline.	<ul style="list-style-type: none"> Membership and public engagement strategy formulated. 		
1.1.2 Rescreening the existing members to remain with only relevant and active ones.	<ul style="list-style-type: none"> Current members rescreened and informed of their status. New list of members in place. 		
1.1.3 Soliciting new members from general public, hard to reach groups especially at grassroots' levels.	<ul style="list-style-type: none"> Mapping/ scoping of membership geographical representation conducted. Proportion of grassroots based members mapped and mobilized. Number of members solicited across the country. Representation of HRDs in refugee camps secured and engaged. Representation of HRDs in prisons secured and engaged. Representation of youths in informal sector is secured and engaged. Representation of trade unions is secured and engaged. 		
1.1.4 Developing THRDC members election code of conduct.	<ul style="list-style-type: none"> A meeting of 80 THRDC members is conducted for one day 1 consultant is hired for ten days. 1000 copies printed and disseminated 		
Output 1.2	Output Indicators (1.2)		
Zonal coordinating units are institutionalized.	<ul style="list-style-type: none"> 11 Zonal Coordinating units are institutionalized throughout the country (including Pemba). 	<ul style="list-style-type: none"> Reports from ZCU 	<ul style="list-style-type: none"> There are adequate resources. ZCUs have their expectations leveled.

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Activities for Output 1.2	Targets/ Milestones for Activities of Output 1.2		
1.2.1 Developing standard operating procedures (SOPs) for establishment, facilitation and operationalization of zonal coordinating units.	<ul style="list-style-type: none"> • 20 copies of SOPs developed. • 20 copies of SOPs are disseminated to zonal leaderships. 		
1.2.2 Aligning zonal coordinating units' leadership with the Secretariat.	<ul style="list-style-type: none"> • 4 quarterly reports on membership development and welfare sent to Secretariat by coordinating units. • Frequency of follow-ups communication flows between Membership Affairs and Public Engagement Officer and zonal coordinating units or directly to members. 		
1.2.3 Providing technical supports including physical visitations to zonal coordinating units.	<ul style="list-style-type: none"> • 10 zonal visitations are conducted per annum. • Number of follow up calls, emails, etc. • Number of members capacitated on organizational development (OD) issues in general – through their zonal coordinating units. 		
1.2.4 Reporting and documenting training to Zonal Coordinating Units.	<ul style="list-style-type: none"> • 1 training annually. 		
Output 1.3	Output Indicators (1.3)		
Membership affairs are taken care and improved.	<ul style="list-style-type: none"> • Level of satisfaction of members through annual members' satisfaction surveys. 		
Activities for Output 1.3	Targets/ Milestones for Activities of Output 1.3		
1.3.1 Establishing and maintaining members' database.	<ul style="list-style-type: none"> • 1 national based data based designed by June 2018. • 11 zonal databases designed by September 2018. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
1.3.2 Training to THRDC staffs on how to use the data base and management of members.	<ul style="list-style-type: none"> • 2 trainings of staff on database use per annum. 		
1.3.3 Conducting periodical discussions and assessment of members' affairs through zonal coordinating units and social media forums.	<ul style="list-style-type: none"> • Number of follow-ups (calls, emails, letters, etc) with zonal coordinating units. • 1 annual members' satisfactory survey conducted (through mobile phone technology). 		
1.3.4 Publishing periodical newsletters which cover, among other things, members' success stories and welfare in general.	<ul style="list-style-type: none"> • 3 newsletters published annually. • Number of newsletters disseminated through different outlets. 		
1.3.5 Coordinating (and supporting) members annual forums including GA.	<ul style="list-style-type: none"> • 1 GA conducted annually. 		
1.3.6 Conducting regular meetings with THRDC Members IT/ Information Officers on how to link members' activities on THRDC website.	<ul style="list-style-type: none"> • Regular posting of THRDC member's activities. 		
Output 1.4	Output Indicators (1.4)		
Public members are sensitized on HRDs' rights and solidarity on the same is created.	<ul style="list-style-type: none"> • Number of public-reported incidents of HRDs violations. • Frequency of HRDs issues discussed by the general public (e.g. through media). • Extent of public support to HRDs. 	<ul style="list-style-type: none"> • Newspaper cuttings. • CSOs reports. • Online discussions. 	<ul style="list-style-type: none"> • Custom and traditions. • Law level public awareness. • Lack of vibrant society.

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Activities for Output 1.4.3	Targets/ Milestones for Activities of Output 1.4		
1.4.1 Organizing media programs through main-stream, community radio and social media.	<ul style="list-style-type: none"> • 12 TV programs organized or participated per annum. • 12 radio programs organized or participated per annum. • At least 30 community radio programs organized or participated by THRDC's Members. • Number of social media engagement programs organized or participated by THRDC's Secretariat and Members. 		
1.4.2 Coordinating public dialogues on the role of HRDs in human rights protections and development.	<ul style="list-style-type: none"> • Number of media programs organized (pigged to other outputs and activities). • Number of public lectures organized or attended in selected events. • Number of public meetings participated in selected events by THRDC's secretariat. • Number of public meetings participated in selected events by THRDC's members. • Number of feedbacks by THRDC's members on how they engage with the public. 		
1.4.3 Developing simplified fliers, brochures and other publicity materials in Kiswahili language detailing the role and importance of HRDs.	<ul style="list-style-type: none"> • 5,000 fliers published and disseminated per annum. • 5,000 of brochures published and disseminated per annum. • 5,000 of other publicity materials published and disseminated per annum. • Number of public members reached. • Number of public members reacted (and nature of feedbacks) on the materials. 		
Output 1.5	Output Indicators		
Members' institutional capacity issues including financial management, human rights education, resource mobilization skills and strategic planning process are improved	<ul style="list-style-type: none"> • Percentage of THRDC members who are knowledgeable and applying the skills. • Number of Members accessing human rights fund. • Number of Members with strategic plans. • Number of members with good financial plan. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Activities for Output 1.5	Targets/ Milestones for Activities of Output 1.4		
1.5.1 Conducting survey on institutional and organizational development capacity to THRDC members.	<ul style="list-style-type: none"> • 11 zones visited. • All members visited/ accessed. • Feedback session with members conducted. 		
1.5.2 Conducting trainings on internal governance of the THRDC members and other human rights stakeholders.	<ul style="list-style-type: none"> • 3 trainings conducted annually. 		
1.5.3 Conducting training on resource mobilization and management.	<ul style="list-style-type: none"> • 2 trainings conducted annually. 		
1.5.4 Assisting members to develop organizational plans financial systems.	<ul style="list-style-type: none"> • 10 consultants hired. • 20 THRDC members assisted annually. 		
OUTCOME II (SO2)	Outcome Indicators		
Human Rights Defenders are empowered and efficiently engaging in protection and promotion of human rights and HRDs' security.	<ul style="list-style-type: none"> • Assertiveness of HRDs to address HRDs issues in their constituencies. • Level of confidence of THRDC's members to address HRDs issues in their thematic areas. • Assertiveness public members to question and demand HRDs' rights. • Reduction of attack on HRDs. • Increased reported HRDs' incidents of human rights violations. 	<ul style="list-style-type: none"> • Annual progress reports. • Activity reports. • Activity attendance register. • Annual situation of HRDs reports. 	Limited resources
Output 2.1	Output Indicators (2.1)		
HRDs are knowledgeable on specific HRDs' rights, security needs and their responsibilities.	<ul style="list-style-type: none"> • HRDs are empowered as a result of capacity building trainings • HRDs are able to identify their rights and responsibilities. • HRDs are able to detect risks and security incidents 	<ul style="list-style-type: none"> • Annual progress reports. • Activity reports. • Activity attendance registers. • Annual situation of HRDs reports. 	<ul style="list-style-type: none"> • Limited resources.

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Activities for Output 2.1	Targets/ Milestones for Activities of Output 2.1		
2.1.1 Conducting security needs assessment.	<ul style="list-style-type: none"> • 10 regions are visited. • 30 CSOs from each region are surveyed. • 1 vehicle hired. • 2 staffs facilitated for 30 days. • 1,000 copies of the security needs assessment published • 1 meeting to launch the security needs assessment. • 4 days for report development. 		
2.1.2 Revising THRDC's security capacity building manual.	<ul style="list-style-type: none"> • 5 trainers trained on how to use the manual. • 1 consultant is hired for revising teaching methodologies. • 300 copies of manual on capacity building manual reflecting findings of needs assessment developed by June 2018. • Manual on capacity building pretested for use by June 2018. • Manual is translated into Kiswahili. 		
2.1.3 Conducting security management and risk assessment training to new and existing HRDs at zonal/ thematic levels.	<ul style="list-style-type: none"> • 4 security management trainings are conducted annually. 		
2.1.4 Conducting post-training sessions' assessments to assess level of understanding.	<ul style="list-style-type: none"> • 2 post training sessions are conducted annually. 		
2.1.5 Conducting security and risk assessment training to human rights lawyers (both digital and physical).	<ul style="list-style-type: none"> • 2 security and risk assessment training to lawyers are conducted annually. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
2.1.6 Conducting public awareness campaigns on the rights of HRDs through open lectures at higher learning institutions, professional meetings such as TLS' AGM.	<ul style="list-style-type: none"> • 2 public awareness campaigns on HRDs rights are conducted annually. 		
2.1.7 Organizing workshops with members of the Judiciary on how to handle election petitions.	<ul style="list-style-type: none"> • Three workshops to Judicial members conducted by 2020 (2 in Tanzania Mainland and 1 in Zanzibar). • 120 Judicial Officials are trained. 		
2.1.8 Organizing workshops on the role of law enforcers in peace building during elections.	<ul style="list-style-type: none"> • 3 workshops to law enforcers on peace building during elections conducted by 2020 (2 workshops in Tanzania Mainland and 1 in Zanzibar). • 120 Police Officials are trained. 		
2.1.10 Providing security and risk assessment training to CHRAGG officers.	<ul style="list-style-type: none"> • 1 workshop to CHRAGG officers conducted annually. 		
2.1.11 Conducting election security training to CSOs election observers.	<ul style="list-style-type: none"> • 2 trainings in Zanzibar and Pemba (40 participants in each training). • 5 trainings in five zones. 		
Output 2.2	Output Indicators (2.2)		
The media practitioners (mainstream and social) are empowered to protect themselves, monitor and report on human Rights abuses against HRDs.	<ul style="list-style-type: none"> • Media practitioners are empowered as a result of capacity building training. • Media practitioners are knowledgeable of reporting Human rights and HRDs issues. • Media practitioners are confident in reporting human rights abuses against HRDs. 	<ul style="list-style-type: none"> • Annual progress reports. • Annual Situation of HRDs reports. • Activity reports. • Photos taken during workshops and trainings. • Newspaper cuttings. 	<ul style="list-style-type: none"> • Limited resources

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Activities for Output 2.2	Targets/ Milestones for Activities of Output 2.2		
2.2.1 Conducting learning session on human rights reporting and documentation to editors.	<ul style="list-style-type: none"> 2 workshop sessions to editors are conducted annually. 		
2.2.2 Conducting workshop to journalists and editors/ leaders of press clubs on media laws and how they affect the security of the same.	<ul style="list-style-type: none"> 2 workshops sessions conducted annually. 		
2.2.3 Conducting workshop on the role of media in reporting election news(editors)	<ul style="list-style-type: none"> 3 workshop sessions are conducted by 2020 		
2.2.4 Conducting training on security and risk assessment to Journalists during elections (Mainland and Zanzibar).	<ul style="list-style-type: none"> 2 workshop sessions are conducted by 2020. 		
2.2.5 Conducting post-training sessions' assessments to assess level of understanding.	<ul style="list-style-type: none"> Number post-training session' assessments conducted annually [<i>this will be linked to routine M&E work</i>]. 		
Output 2.3	Output Indicators (2.3)		
HRDs are empowered in domestic legal, policy and regulatory framework related to HRDs, media and CSOs operations in Tanzania.	<ul style="list-style-type: none"> A compendium of legal and policy framework is developed and updated HRDs are aware of domestic legal and policy framework and able to address their rights and responsibilities Number of HRDs accessing and utilizing domestic legal frameworks 	<ul style="list-style-type: none"> Compendium of laws and policies governing CSOs sector Annual progress reports Activity reports and photos Annual HRDs situation reports 	<ul style="list-style-type: none"> Limited resources

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Activities for Output 2.3	Targets/ Milestones for Activities of Output 2.3		
2.3.1 Developing a compendium of laws and regulations governing CSOs sector.	<ul style="list-style-type: none"> • A compendium of laws governing CSOs sector in place before June 2018. • 2 consultants are hired. • 1,000 Copies of the compendium. • 1 Validation meeting (40 Participants). 		
2.3.2 Developing a compendium of laws and regulations governing CSOs sector in Zanzibar.	<ul style="list-style-type: none"> • A compendium of laws governing CSOs sector in place before June 2018. • 2 consultants are hired • 1,000 Copies of the compendium. • 1 Validation meeting (40 participants). 		
2.3.3 Conduct training to HRDs on legal compliance and accountability on law and regulation governing CSOs sector.	<ul style="list-style-type: none"> • 1 training conducted annually (60 participants). • 1 workshop in mainland Tanzania and one in Zanzibar. 		
2.3.4 Conducting workshop with CSOs on how they can jointly, effectively and on neutral basis engage on democratic and election activities.	<ul style="list-style-type: none"> • 2 workshop sessions conducted before 2020. 		
2.3.5 Conducting two days training on how to access and use available human rights mechanisms.	<ul style="list-style-type: none"> • 1 training conducted annually (40 participants each). • 1 training in Zanzibar (40 Participants each). 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Output 2.4	Output Indicators (2.4)		
HRDs are empowered in modern human rights ideas, international human rights systems and mechanism as part of continuing education for HRDs.	<ul style="list-style-type: none"> • HRDs are aware of regional and International human rights mechanisms • HRDs are able to access and engage in various Regional and International human rights mechanisms. • Number of human rights issues from Tanzania are reported at various regional and international human rights mechanisms. 	<ul style="list-style-type: none"> • Annual progress report. • Activity reports and photos. • Annual HRDs situation reports. • Reports on international mechanisms and platforms attended. 	<ul style="list-style-type: none"> • Limited resources. • Limited expertise.
Activities for Output 2.4	Targets/ Milestones for Activities of Output 2.4		
2.4.1 Conducting workshop with CSOs working on the follow-up of the implementation of the UPR recommendations in preparation for the mid review	<ul style="list-style-type: none"> • 2 workshop sessions conducted by 2019. 		
2.4.2 Conducting workshop to CSOs on accessing various regional and international mechanisms.	<ul style="list-style-type: none"> • 2 workshops are conducted annually for two days (40 participants). 		
2.4.3 Creating online platform offering online courses to HRDs.	<ul style="list-style-type: none"> • Online learning platform is created by 2022. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OUTCOME III (SO3)	Outcome Indicators		
National human rights systems, frameworks, and plans on human rights and HRDs are effectively established, reformed and being implemented in accordance with regional and international HRDs standards HRDs.	<ul style="list-style-type: none"> • National Human Rights Action Plans incorporated HRDs issues. • Human rights implementing institutions incorporated HRDs issues. • HRDs issues are reflected in Country Reports to regional and UN treaty monitoring bodies. • Legal framework has mainstreamed HRDs issues. • Policy framework has reflected HRDs issues. • Implementation of plans, laws and policies is sensitive of the specific needs of HRDs. 		
Output 3.1	Output Indicators (3.1)		
Researches and publications for advocacy are conducted and issued periodically.	<ul style="list-style-type: none"> • Various researches conducted periodically. • Reports are published periodically. • Type of issues identified by research activities 	<ul style="list-style-type: none"> • Annual reports on situation of HRDs • Newsletters • Progress annual reports • Baseline study reports • Research reports 	<ul style="list-style-type: none"> • Limited Resources • Administrative/governance procedures with regard to conducting researches and survey
Activities for Output 3.1	Targets/ Milestones for Activities of Output 3.1		
3.1.1 Conducting case-based studies especially on draconian laws and policies.	<ul style="list-style-type: none"> • 2 consultants are procured to conduct that case-based study per annum. • 1 case-based study conducted per annum. • 500 copies of case-based study are printed/ published per annum. 		
3.1.2 Conducting situational analysis studies.	<ul style="list-style-type: none"> • 2 consultants are procured to conduct Tanzania HRDs' Situational analysis study per annum. • 1,000 copies of situational analysis study are printed/ published per annum. • 2 consultants are procured to prepare Volume II of the <i>compendium of laws governing CSOs in Tanzania</i>. • 300 copies of Volume II, of the <i>compendium of laws governing CSOs in Tanzania</i> are published by December 2018. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
3.1.3 Publishing THRDC's annual progress reports.	<ul style="list-style-type: none"> Annual Progress Report is developed. 500 copies of Annual Progress reports are printed/ published. 		
3.1.4 Conducting desk review analysis and producing policy or legal briefs.	<ul style="list-style-type: none"> 3 policy/ legal briefs with different topics prepared and produced annually. 600 copies of policy briefs are published annually. 		
3.1.5 Conducting a survey on the contribution of CSOs to the national economy.	<ul style="list-style-type: none"> 2 consultants are hired to conduct a survey on the contribution of CSOs to the national economy. Publish 1000 copies of the survey report. 		
3.1.6 Conducting a thorough survey on the efficiency and effectiveness of domestic human rights protection mechanisms (both Mainland and Zanzibar).	<ul style="list-style-type: none"> 2 consultants are hired. Publication of report. 1,000 copies are published. 		
3.1.7 Conducting a policy re-search/ baseline survey for the development of national human rights defenders model policy in Tanzania.	<ul style="list-style-type: none"> 6 selected regions. Car hired for 12 days. 		
3.1.8 Reporting on monitoring and participation of CSOs and media in election.	<ul style="list-style-type: none"> Periodic reports produced. 		
Output 3. 2	Output Indicators (3.2)		
A model HRDs' resource centre is established and furnished with all relevant facilities and publications.	<ul style="list-style-type: none"> Functional resource centre in place. Number of HRDs accessing the center 	<ul style="list-style-type: none"> Availability of Annual reports on situation of HRDs at the center Newsletters available at the centre Progress annual reports at the center Baseline study reports at the center Research reports 	<ul style="list-style-type: none"> Limited resources

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Activities for Output 3.2	Targets/ Milestones for Activities of Output 3.2		
3.2.1 Procuring relevant publications and cataloging them.	<ul style="list-style-type: none"> Number of publications including case laws and statute books procured annually. 		
3.2.2 Establishing and running an Online Television (TV) to be known as 'Mtetezi TV.'	<ul style="list-style-type: none"> An online TV is designed. Weekly online TV is aired. 		
3.2.3 Developing a modern website and Maintaining social media accounts.	<ul style="list-style-type: none"> Current website is redesigned. Number of news published daily. Number of reports from members uploaded monthly. Number of social media engagements (posts and feedbacks). 		
3.2.4 Producing THRDC quarterly news letters.	<ul style="list-style-type: none"> 4 newsletters produced annually. 		
3.2.5 Producing annual calendar, diary, holders, t-shirts, seasonal greetings cards, wheel covers, badge and printed logos.	<ul style="list-style-type: none"> 500 copies of calendars produced annually. 500 copies of diaries produced annually. 2,000 pieces of T-shirts printed annually. 200 pieces of wheel covers produced annually. 500 pieces of badges produced annually. 		
3.2.6 Publishing HRDs magazine monthly.	<ul style="list-style-type: none"> Registration secured. Human Rights incidents captured and reported. 		
3.2.7 Issuing Press Statements on the violations of HRDs Rights.	<ul style="list-style-type: none"> 12 Press statements issued annually. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Output 3.3	Output Indicators (3.3)		
THRDC effectively engaged with the parliament, judiciary, the government and other state apparatus for reform and enactment of laws, frameworks, plans and policies related to HRDs.	<ul style="list-style-type: none"> • CHRGG's plans which reflect HRDs issues. • LRCT's plans which reflect HRDs issues. • Parliamentary committees' agenda and reports which reflect HRDs issues. • LGAs' plans or programs which address HRDs issues. • Number of law and policy reforms processes which THRDC shared its views. • Number of planning processes which THRDC shared its views. • Number of THRDC's recommendations considered. 	<ul style="list-style-type: none"> • Minutes of the meetings. • Presence of plans reflecting HRDs issues. • Presence of NHRAP (2018-2023) which reflects HRDs issues. • SPs of CHRGG, LRCT and LRCZ which reflect HRDs issues. 	<ul style="list-style-type: none"> • Limited resources • Political willingness • Negative perception on HRDs
Activities for Output 3.3	Targets/ Milestones for Activities of Output 3.3		
3.3.1 Developing THRDC's advocacy and networking strategy/policy. <i>[this will include both grassroots, national and international advocacy strategies]</i>	<ul style="list-style-type: none"> • 1 consultant hired by May 2018. • An advocacy and networking strategy or policy developed by June 2018. 		
3.3.2 Conducting discussions with CHRGG, LRCT, LRCZ, parliamentary committees, LGAs leaderships, etc.	<ul style="list-style-type: none"> • Number of meetings with CHRGG. • Number of meetings with LRCT. • 2 meetings with Parliamentary Committee per annum. • Number of meetings with LGAs at different levels of administration. 		
3.3.3 Participating in bills and laws analysis and submit recommendations to the parliament.	<ul style="list-style-type: none"> • At least 2 relevant bills analyzed per annum. • Number of recommendations submitted to respective decision makers. 		
3.3.4 Participating in national policy formulation process (only pro-human rights policies).	<ul style="list-style-type: none"> • Number of policies analyzed per annum. • Number of meetings attended per annum. • Number of policy recommendations submitted to respective decision makers. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
3.3.5 Participating in the development of national Plans including of NHRAP 2018-2022.	<ul style="list-style-type: none"> • Number of meetings on the formulation of the NHRAP which THRDC attended. • Number of recommendations adopted in new NHRAP. • 1 (other) national Plan analyzed per annum. • Number of meetings attended in respect to the Plan. • Number of recommendations to the Plan submitted to respective the decision makers. 		
3.3.6 Lodging strategic and public interest litigations against any law which contravene the rights of HRDs.	<ul style="list-style-type: none"> • 1 strategic litigation lodged in court by 2020. • 1 public interest litigation lodged by 2022. 		
3.3.7 Coordinating THRDC members and CSOs in the process of reviewing NGOs and other related policies in Tanzania.	<ul style="list-style-type: none"> • 1 Consultant hired for review. • 1 HRD dossier of recommendations is developed and shared with the Registrar of NGOs. • 1 feedback session with the directors of CSOs (80 participants). 		
3.3.8 Developing a model HRD policy and share with policy makers.	<ul style="list-style-type: none"> • 1 model policy developed. • 1 validation meeting conducted (80 participants) by February 2019. • 1000 copies published and disseminated. • 1 day meeting with 40 policy makers 		
3.3.9 Conducting a two-day workshop on how HRDs can effectively engage with the government.	<ul style="list-style-type: none"> • 1 meeting annually. • 40 participants attend. • 2 facilitators hired. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
3.3.10 Conducting a two-day workshop on how CSOs can effectively engage with the parliament.	<ul style="list-style-type: none"> 1 meeting annually. 60 participants attend. 1 facilitators hired. 		
3.3.11 Conducting one day dialogue with CSOs and government officials on the status of the constitutional making in Tanzania.	<ul style="list-style-type: none"> 1 meeting conducted annually. 80 participants. 		
Output 3.4	Output Indicators (3.4)		
The international and regional human rights instruments related to HRDs are advocated, ratified and/or domesticated into national frameworks.	<ul style="list-style-type: none"> Nature or types of concluding observations/ recommendations issued as a result of THRDC's engagement at treaty monitoring bodies or international meetings. Provisions of international instruments ratified/ incorporated in national frameworks. Number of HRDs attending regional and international human rights mechanism sessions Participation of THRDC and CSOs in treaty monitoring cycles Nature or types or concluding/ recommendation issues as the results THRDC engagement at treaty bodies/international meetings 	<ul style="list-style-type: none"> Government documents and policies Parliamentary bills Parliamentary Hansards 	<ul style="list-style-type: none"> Political willingness Negative perception on HRDs Limited resources
Activities for Output 3.4	Targets/ Milestones for Activities of Output 3.4		
3.4.1 Participating in the regional and international treaty monitoring bodies (e.g ACHPR, human rights council, etc).	<ul style="list-style-type: none"> Attended 2 sessions of human rights council in Geneva by 2022. Attended 2 sessions of ACPHR in Gambia per annum. Attended 1 session of relevant EAC per annum. 		
3.4.2 Facilitating and coordinating UPR processes at national level.	<ul style="list-style-type: none"> 4 national meetings per annum. Number of other <i>ad hoc</i> meetings. 2,000 copies of UPR reports prepared and published. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
3.4.3 Popularizing and sharing/ disseminating the <i>UN Declaration of the Rights of HRDs of 1998</i> ; <i>Convention Against Torture (CAT)</i> ; <i>International Convention for the Protection of All Persons from Enforced Disappearance (ICPPED) 2006</i> ; and, other related international instruments.	<ul style="list-style-type: none"> • 1,000 copies of popular Swahili version of the 1998 HRDs declaration published by December 2018. • 1,000 copies of position papers on CAT published by December 2018. • 1,000 copies of position papers on ICPPED published by December 2019. 		
3.4.4 Participating in various regional and international human rights forums and meetings such as the AU meetings, EU meetings, EHAHRD-Net etc	<ul style="list-style-type: none"> • 2 regular meetings of EHAHRD-Net attended per annum. • 1 supports visit by EHAHRD-Net organized per annum. • 1 Frontline Defenders meeting is attended annually. • 1 EU-Protect Defenders meeting attended annually. 		
3.4.5 Participating in other HRDs' international meetings.	<ul style="list-style-type: none"> • At least 2 strategic international meetings attended by THRDC annually. • More than 20 HRDs attended. 		
Output 3.5	Output Indicators (3.5)		
Mobilized and sensitized HRDs solidarity and networking (to collectively work together) with other stakeholders such as media, private sector, development partners, and government officials on HRDs issues and human rights.	<ul style="list-style-type: none"> • Memorandum of Understanding/ modality of working together on HRDs issues agreed. • HRDs attend domestic regional and International Human rights forums. • Number of joint interventions. • Number of joint working group formulated. • CSOs joint calendar formulated. 	<ul style="list-style-type: none"> • The MoU • Activity reports • Invitation letters 	<ul style="list-style-type: none"> • Insufficient knowledge of International human rights mechanisms • Limited resources

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Activities for Output 3.5	Targets/ Milestones for Activities of Output 3.5		
3.5.1 Meetings with private sector through national forums.	<ul style="list-style-type: none"> • 2 meetings organized by THRDC for private sector annually. • Number of private sector's meetings attended by THRDC. 		
3.5.2 Organizing commemoration of HRDs (HRDs Day).	<ul style="list-style-type: none"> • 1 HRDs day/ week per annum. • HRDs exhibitions in tendon with HRD day conducted in Dar es Salaam and rotationally in different zones. • Other side events also conducted in connection to HRDs day. 		
3.5.3 Establishing HRDs clubs in higher learning institutions and support the same.	<ul style="list-style-type: none"> • 1 HRDs club established per annum. • 2 support visits (aligned with visits to zonal offices) are organized per annum. 		
3.5.3 Conducting CSOs Working Group Quarterly Meetings to discuss emerging issues which affect CSOs operation in Tanzania.	<ul style="list-style-type: none"> • 4 meetings conducted annually. 		
3.5.4 Conducting directors' dinner party.	<ul style="list-style-type: none"> • 1 directors dinner party conducted annually. 		
3.5.5 Conducting evaluation on the 2015 CSOs election manifesto.	<ul style="list-style-type: none"> • 1 day review session (40 participants). • 1 review report published. 		
3.3.6 Developing a CSOs 2020 election manifesto.	<ul style="list-style-type: none"> • 1 Inception meeting conducted (40 people). • 2000 copies of the Election Manifesto published. • Meeting with 4 political parties conducted and manifesto shared. 		
3.3.7 Conducting EU and HRDs annual dialogue.	<ul style="list-style-type: none"> • 2 meetings annually. 		
3.3.8 Conducting a Triangle Dialogue with Development Partners, CSOs and government Officials.	<ul style="list-style-type: none"> • 1 meeting annually. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OUTCOME IV (SO4)	Outcome Indicators		
HRDs' security and protection mechanisms are strengthened.	<ul style="list-style-type: none"> Reduced incidents of threats, attack, arrests and malicious prosecutions. Increased number of HRDs who are empowered to work freely and confidently. 	<ul style="list-style-type: none"> Reports documenting incidences on HRDs rights violation 	<ul style="list-style-type: none"> Limited resources
Output 4.1	Output Indicators (4.1)		
HRDs' self-protection strategies improved and used.	<ul style="list-style-type: none"> Guideline on self-protection in place. Number of HRDs using the Guidelines (and in a right way). Number of HROs with security policies Number of HROs with security grants Number of HRDs applying security protocols in their daily programs . 	<ul style="list-style-type: none"> Reports documenting incidences on HRDs rights violation 	<ul style="list-style-type: none"> Limited resources
Activities for Output 4.1	Targets/ Milestones for Activities of Output 4.1		
4.1.1 Procuring consultant to develop the guideline on self protection/ security policy.	<ul style="list-style-type: none"> 1 consultant knowledgeable of protection issues of HRDs is procured by June 2018. 		
4.1.2 Developing and publishing the guideline on self protection.	<ul style="list-style-type: none"> 200 copies of the guidelines on self protection (security policy) are published and disseminated by August 2018. 		
4.1.3 Translating and publishing the guideline in Kiswahili and disability friend languages.	<ul style="list-style-type: none"> 300 copies of Swahili language guidelines on self protection are published and disseminated September 2018. 200 copies of disability friendly language guidelines on self protection are published and disseminated October 2018. 		
4.1.4 Orienting the staffs and members on the contents of the guideline.	<ul style="list-style-type: none"> All staffs and members are oriented on the contents of the guideline October 2018. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
4.1.5 Implementing the guideline's requirements.	<ul style="list-style-type: none"> 1 day training of THRDC staff on fire safety and rescue conducted. 1 day training on first aid to THRDC staff. Emergency Respond System (phone calls, skype, etc) established. 200 security gears to journalists provided. 300 copies of security handbook provided to journalists. Number of risk assessment to THRDC members. Number of digital security audit conducted. 		
Output 4.2	Output Indicators (4.2)		
Emergency protection Fund is mobilized and being used to support emergency services.	<ul style="list-style-type: none"> Fund in place Amount of funds Number of HRDs benefited 	<ul style="list-style-type: none"> Reports documenting protection support to HRDs 	<ul style="list-style-type: none"> Limited resources
Activities for Output 4.2	Targets/ Milestones for Activities of Output 4.2		
4.2.1 Mobilizing financial resources for this Fund.	<ul style="list-style-type: none"> Sufficient financial resources for the fund mobilized annually. 		
4.2.2 Identifying HRDs' eligibility criteria for accessing this Fund.	<ul style="list-style-type: none"> Fund's support criteria are in place by April 2018. 		
4.2.3 Utilizing the Fund to support HRDs in need of it.	<ul style="list-style-type: none"> Number of eligible HRDs assisted through this Fund. <p><i>[Types of assistance – short relocation, medical, legal aid, referral assistance, etc].</i></p>		
4.2.4 Evacuation and reallocation of HRDs at risk.	<ul style="list-style-type: none"> 10 HRDs evacuated and relocated per annum. 		
4.2.5 Provide medical support to HRDs at risk.	<ul style="list-style-type: none"> 5 HRDs provided with medical support per annum. 		
Output 4.3	Output Indicators (4.3)		
Legal aid services are provided to HRDs in need of it.	<ul style="list-style-type: none"> Legal aid scheme for HRDs developed and operationalized. Number of HRDs accessing Legal Aid Support 	<ul style="list-style-type: none"> Reports documenting legal aid services provided to HRDs Number of legal aid cases handled 	<ul style="list-style-type: none"> Limited resources Availability of capable and confident Human rights lawyers

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Activities for Output 4.3	Targets/ Milestones for Activities of Output 4.3		
4.3.1 Identifying practicing advocates who will be engaged to provide legal support to HRDs in needs on <i>ad hoc</i> basis.	<ul style="list-style-type: none"> 20 practiced advocates identified and contacted as <i>ad hoc</i> legal aid supporters – one per each zone. 		
4.3.2 Orienting the identified lawyers to understand the specific rights of HRDs.	<ul style="list-style-type: none"> 20 practiced advocates identified have been oriented on specific rights of HRDs. 		
4.3.3 Provide legal support to HRDs who are at risk.	<ul style="list-style-type: none"> Number of HRDs provided with legal aid services per annum. 		
4.3.4 Monitoring of cases involving HRDs at the judicial or administrative organs.	<ul style="list-style-type: none"> Number of HRDs' cases monitored by THRDC. 		
4.3.5 Solicit basket fund for HRDs legal aid.	<ul style="list-style-type: none"> USD 20,000 solicited per annum. 		
Output 4.4	Output Indicators (4.4)		
Referral mechanisms of HRDs' survivors or victims of violations are operationalized.	<ul style="list-style-type: none"> The referral mechanisms connecting zone and national efforts are developed. The number of beneficiaries The number of partners 	<ul style="list-style-type: none"> Annual progressive report 	<ul style="list-style-type: none"> Limited resources
Activities for Output 4.4	Targets/ Milestones for Activities of Output 4.4		
4.4.1 Mobilizing relevant stakeholders as a way of creating referral mechanism at zonal level.	<ul style="list-style-type: none"> 10 zonal referral mechanisms created by July 2018. 		
4.4.2 Mobilizing relevant stakeholders as a way of creating referral mechanism at national level.	<ul style="list-style-type: none"> 1 national referral mechanism created by July 2018. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
4.4.3 Attending HRDs issues through zonal and national levels.	<ul style="list-style-type: none"> Number of issues/ cases handled through referral assistances per year. 		
Output 4.5	Output Indicators (4.5)		
Documentation of HRDs violations, fact finding missions and interventions improved.	<ul style="list-style-type: none"> Incidents of HRDs are intervened. Incidents of HRDs are reported and recorded. Fact finding missions are conducted. 	<ul style="list-style-type: none"> Annual progress report Reports on HRDs rights violation 	<ul style="list-style-type: none"> Limited resources
Activities for Output 4.5	Targets/ Milestones for Activities of Output 4.5		
4.5.1 Conducting regular monitoring and documentation of the HRDs violations.	<ul style="list-style-type: none"> Number of communications to and from Members per annum. 20 incidents of human rights violations are monitored and documented per annum. 		
4.5.2 Conducting fact finding missions relating to allegations of violations of the rights of HRDs.	<ul style="list-style-type: none"> 3 fact finding missions are conducted per annum. 		
OUTCOME V (SO5)	Outcome Indicators		
Performance and sustainability of THRDC enhanced.	<ul style="list-style-type: none"> Presence of financial and other systems and operational manuals. Level of retention of staffs and volunteers over period of time. Quality of directives from GA and Board of Directors. Level of financial performance. 	<ul style="list-style-type: none"> Annual progress report Audit report GA and Board meetings minutes 	<ul style="list-style-type: none"> Limited resources
Output 5.1	Output Indicators (5.1)		
Resource mobilization strategy is formulated and being used for THRDC sustainability.	<ul style="list-style-type: none"> Resource mobilization strategy improved and formulated. Number of THRDC donors and partners Grants collection THRDC own source of funds improved 	<ul style="list-style-type: none"> Resource mobilization strategy document Consultants contract 	<ul style="list-style-type: none"> Limited resources

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Activities for Output 5.1	Targets/ Milestones for Activities of Output 5.1		
5.1.1 Procuring consultant to develop the resource mobilization strategy.	<ul style="list-style-type: none"> 1 individual person hired as part time consultant. A resource mobilization document is developed by June 2018. 200 copies of resource mobilization document shared to THRDC's members for their use/benefits as well. 		
5.1.2 Retaining the consultant (on part-time basis) to implement the strategy.	<ul style="list-style-type: none"> 1 consultant is retained on part time basis for 6 months. 		
5.1.3 Orienting all staffs (and members) on the resource mobilization strategy.	<ul style="list-style-type: none"> All staffs and members are oriented on this strategy by June 2018. 		
5.1.4 Fundraising for THRDC (including all fundraising committee meetings)	<ul style="list-style-type: none"> 5 Million usd for five years 		
Output 5.2	Output Indicators (5.2)		
Financial management systems are improved further and kept up-to-date.	<ul style="list-style-type: none"> Procured financial system. Auditing report indicating sound performance. Feedbacks from development partners and members. Policies and financial systems reviewed regularly. Presence of systems such as operational guidelines and policies. 	<ul style="list-style-type: none"> Audit reports Financial system document Evaluation reports Operational guidelines and policy documents 	<ul style="list-style-type: none"> Limited resources
Activities for Output 5.2	Targets/ Milestones for Activities of Output 5.2		
5.2.1 Up-to-date account's software is procured.	<ul style="list-style-type: none"> 1 new accounting system procured annually. 		
5.2.2 Conducting audit of financial records.	<ul style="list-style-type: none"> 1 auditing conducted per annum. 		
5.2.3 Conducting periodical meetings with development partners.	<ul style="list-style-type: none"> Number of meetings conducted with individual funding partners per annum. Number of meetings conducted with basket funding partners per annum. 		

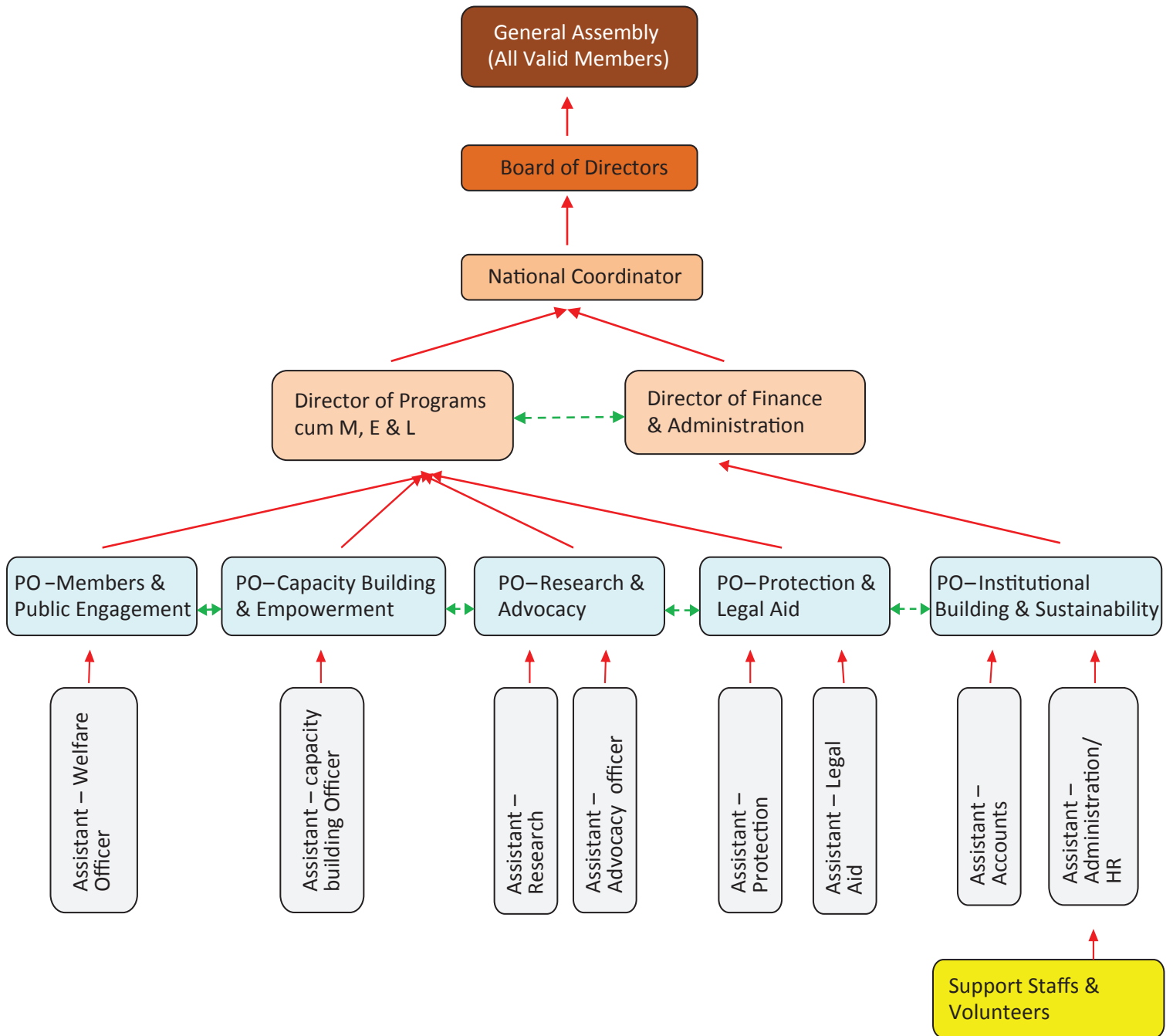
RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Output 5.3	Output Indicators (5.3)		
Skilled and sufficient staffs and volunteers are recruited, motivated, capacitated and maintained for THRDC sustainability.	<ul style="list-style-type: none"> • Number of staffs hired per each result area. • Number of volunteers allowed working with THRDC. • Ability of hired staffs to handle program's activities. • Number of capacity building trainings conducted for staff. • Proportion of staff maintained over period of time. 	<ul style="list-style-type: none"> • Annual progress report • Reports on recruitment interviews • Audit reports • Training reports 	<ul style="list-style-type: none"> • Limited resources
Activities for Output 5.3	Targets/ Milestones for Activities of Output 5.3		
5.3.1 Advertising and recruiting personnel with specialized knowledge according to the needs.	<ul style="list-style-type: none"> • Number of advertisement circulated. • 1 national coordinator hired by February 2018. • 2 programs managers are hired by February 2018. • 5 program officers (POs) hired by February 2018. • 5 assistant POs hired by February 2018. • 2 volunteers engaged annually. 		
5.3.2 Developing volunteering guideline or circular and engage volunteers in numbers according to the needs.	<ul style="list-style-type: none"> • 1 volunteer guideline developed or circular issued by June 2018. 		
5.3.3 Conducting periodic staffs and volunteers appraisals.	<ul style="list-style-type: none"> • 1 staffs' appraisal conducted per annum. • 1 volunteer appraisal conducted per annum. 		
5.3.4 Offering and sponsoring refresher courses to all staff according to the capacity needs.	<ul style="list-style-type: none"> • Number of refresher courses offered to staff. • Number of staff attended specialized trainings on their areas of work. • Number of staffs allowed to attend own initiated training programs. 		
5.3.5 Introducing staff motivation packages (financial or non-financial ones) including review of salary schemes.	<ul style="list-style-type: none"> • 1 staff retreats organized annually. • 3 years gratuity to staff. • Good package of health insurance • Monthly volunteer allowance packages. • Monthly Communication allowances 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
5.3.6 Providing physical security systems to all staff according to specific needs.	<ul style="list-style-type: none"> Security gears to staff at office and home. Security insurance. 		
Output 5.4	Output Indicators (5.4)		
THRDC's governance system is improved and effectively adhered to.	<ul style="list-style-type: none"> Amended constitution. Reviewed organization structure. Constitutional (oversight) meetings conducted. Improved and vibrant Board of Directors. Number of Board Meetings 	<ul style="list-style-type: none"> Constitutional document Minutes of constitutional meetings Progress annual report Minutes of Board meetings and Board retreats 	<ul style="list-style-type: none"> Limited resources
Activities for Output 5.4	Targets/ Milestones for Activities of Output 5.4		
5.4.1 Reviewing the THRDC's Constitution of 2012.	<ul style="list-style-type: none"> Constitutional reviewed by December 2018. Amendments are endorsed by the Registrar of NGOs. 		
5.4.2 Organizing General Assembly (GA) meetings and capacitate GA Members on various membership issues.	<ul style="list-style-type: none"> 1 GA meetings conducted annually. 1 training to GA members conducted annually. 		
5.4.3 Organizing Board meetings and capacitate Board Members on various governance issues.	<ul style="list-style-type: none"> 4 Board meetings organized annually. 2 Extra-ordinary Board meetings organized. 1 capacity building session organized annually. 1 Board retreat organized annually. 1 Board assessment is conducted by 2020. 		
5.4.4 Organizing Management meetings and capacitate management team on various organization development issues.	<ul style="list-style-type: none"> 12 management meetings are organized annually. 1 staff meeting is organized annually. 		
5.4.5 Facilitating zonal coordinating meetings.	<ul style="list-style-type: none"> Number of zonal coordinating meetings organized per annum. 1 national forum of zonal coordinating units organized annually. 		

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Output 5.5	Output Indicators (5.5)		
Office working and security facilities are procured and efficiently used.	<ul style="list-style-type: none"> • Number of office facilities procured. • Procured plot of land and office space • Quality and efficiency of work. • Number of HRDs reached. 	<ul style="list-style-type: none"> • Procurement reports • Inventory report • Annual progress report 	<ul style="list-style-type: none"> • Limited resources
Activities for Output 5.5	Targets/ Milestones for Activities of Output 5.5		
5.5.1 Procuring and installing CCTV camera or other forms of security systems for office structure and all staff.	<ul style="list-style-type: none"> • CCTV cameras installed in the office. • Automated security alarm system is maintained. • Number of staffs with security systems installed in their residential homes. 		
5.5.2 Procuring durable vehicle – preferably Toyota Land Cruiser.	<ul style="list-style-type: none"> • 2 four wheel drive hard top vehicles procured. • Periodical services including insurance cover maintained. 		
5.5.3 Procuring a large standby generator.	<ul style="list-style-type: none"> • 1 automatic generator is procured. • Periodical services are maintained. 		
5.5.4 Maintaining office management in general.	<ul style="list-style-type: none"> • Office space (rental fees) paid annually. • Other office utilities (water, electricity, stationary, etc) procured per needs. • 10 executive office chairs procured by 2022. • 10 office tables procured by 2022. • 1 conference table and 10 chairs procured by 2022. • 6 laptop/ desktop computers procured by 2022. • 1 large printer procured by 2020. • 1 video camera and HD online streaming tool procured by 2020. 		
Output 5.6	Output Indicators (5.6)		
Monitoring, Evaluation and Learning (M, E & L) system is designed and being implemented.	<ul style="list-style-type: none"> • The M, E & L system is established and installed for use. • Management Meetings conducted. • Staff and Board performance appraisal • M & E officer recruited. 	<ul style="list-style-type: none"> • M&E system • Progressive Annual Report • M&E officer contract • Annual retreat reports 	<ul style="list-style-type: none"> • Limited resources

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<i>Activities for Output 5.6</i>	<i>Targets/ Milestones for Activities of Output 5.6</i>		
5.6.1 Hiring and M, E & L officer.	<ul style="list-style-type: none"> 1 M, E & L officer is hired by March 2018. 		
5.6.2 Developing M, E & L system.	<ul style="list-style-type: none"> Comprehensive M, E & L system basing on this SP is developed by April 2018. 		
5.6.3 Developing Operational and Annual Plans (OP and AP).	<ul style="list-style-type: none"> 1st OP of 2018-2020 is developed by June 2018. 2nd OP of 2021-2022 is developed by December 2020. 1 AP is developed annually. 		
5.6.4 Capacitating staffs to use the system and plans.	<ul style="list-style-type: none"> Number of staff oriented on the use of OP/ AP. 		
5.6.5 Organizing program implementation meetings (PIMs).	<ul style="list-style-type: none"> 4 PIMs are organized monthly. 		
5.6.6 Monitoring and maintaining members' database.	<ul style="list-style-type: none"> 1 national based data based designed by June 2018. 10 zonal databases designed by September 2018. 		
5.8.7 Conducting monitoring visits to members.	<ul style="list-style-type: none"> 4 monitoring visits conducted per annum. 		
5.8.8 Conducting mid-term review of this SP.	<ul style="list-style-type: none"> 1 mid-term review of SP conducted in December 2020. 		
5.8.9 Conducting final review of this SP.	<ul style="list-style-type: none"> 1 final evaluation of SP is conducted in November 2022. 		

ANNEX II: ORGANIZATION STRUCTURE OR ORGANOGRAM



ANNEX BUDGET ESTIMATES FOR YEARS 2018-2022 PROGRAM**Budget for KRA I on THRDC's Members and Public Engagements**

OUTCOME 1	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEARS5	TOTAL
THRDC's Members and the general public are mobilized and effectively address HRDs and human rights protection issues.						
Outputs						
THRDC's members are mobilized and rescreened.			\$ 27,600			\$27,600
Zonal coordinating units are institutionalized.	\$ 57,975	\$57,275	\$57,275	\$57,275	\$57,275	\$287,075
Membership affairs are taken care of and improved.	\$32,450	\$32,450	\$32,450	\$32,450	\$32,450	\$162,250
Public members are sensitized on HRDs' rights, and solidarity on the same is created.	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$1,050,000
Members' institutional capacity issues including financial management, human rights education, resource mobilization skills and strategic planning process are improved	\$27,650	\$27,650	\$27,650	\$27,650	\$27,650	\$170,650
Total	\$328,075	\$327,375	\$387,375	327,375	327,375	1,697,575

Budget for KRA II on Empowerment of THRDC's Members and Other Stakeholders

OUTCOME 2	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Human Rights Defenders are empowered and efficiently engaging in protection and promotion of human rights and HRDs' security.						
Outputs						
HRDs are knowledgeable on specific HRDs' rights, security needs and their responsibilities.	\$79,280	\$37,380	\$129,705	\$37,380	\$37,380	\$321,125
The media practitioners (mainstream and social) are empowered to protect themselves, monitor and report on human Rights abuses against HRDs.	\$21,975	\$21,975	\$21,975	\$21,975	\$21,975	\$144,375
HRDs are empowered in domestic legal, policy and regulatory framework related to HRDs, media and CSOs operations in Tanzania.	\$125,950	\$25,650	\$38,050	\$25,650	\$25,650	\$240,950
HRDs are empowered in modern human rights ideas, international human rights systems and mechanism as part of continuing education for HRDs.	\$67,050	\$57,300	\$47,150	\$47,150	\$47,150	\$265,800
Total	\$294,255	\$142,305	\$271,380	\$132,155	\$132,155	\$972,250

Budget for KRA III on Advocacy

OUTCOME 3	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEARS5	TOTAL
National Human Rights systems, frameworks, and plans on human rights and HRDs are effectively established, reformed and being implemented in accordance with Regional some International standards.						
Outputs						
Researches and publications for advocacy are conducted and issued periodically.	\$78,010	\$45,050	\$45,050	\$95,050	\$60,050	\$323,210
A model HRDs' resource Centre is established and furnished with all relevant facilities and publications.	\$118,500	\$114,500	\$114,500	\$114,500	\$114,500	\$576,500
THRDC effectively engaged with the parliament, judiciary, the government and other state apparatus for reform and enactment of laws, frameworks, plans and policies related to HRDs.	\$139,750	\$63,600	\$22,000	\$22,000	\$22,000	\$269,350
The International and Regional Human Rights instruments related to HRDs are advocated, ratified and/or domesticated into national frameworks.	\$57,100	\$57,100	\$57,100	\$57,100	\$57,100	\$285,500
Mobilized and sensitized HRDs solidarity and networking (to collectively work together) with other stakeholders such as media, private sector, development partners, and government officials on HRDs issues and human rights.	\$87,100	\$82,100	\$115,950	\$82,100	\$82,100	\$449,350
Total	\$480,460	\$362,350	\$354,600	\$370,750	\$335,750	\$1,903,910

Budget for KRA IV on Protection of HRDs

OUTCOME 4	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
HRDs' security and protection mechanisms are strengthened.						
Outputs						
HRDs' self-protection guideline improved and used.	\$21,200	\$2,800	\$10,800	\$2,800	\$19,600	\$57,200
Emergence protection Fund is mobilized and being used to support emergence services.	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,500
Legal aid services (<i>through legal empowerment approach</i>) are provided to HRDs in need of it.	\$74,800	\$70,000	\$70,000	\$70,000	\$70,000	\$354,800

Referral mechanisms of HRDs' survivors or victims of violations are operationalized.						
Documentation of HRDs violations, fact finding missions and interventions improved.	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Total	\$161,000	\$137,800	\$145,800	\$137,800	\$154,600	\$737,500

Budget for KRA V on Institutional Development and Sustainability

OUTCOME 5	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Performance and sustainability of THRDC enhanced.						
Outputs						
Resource mobilization strategy is formulated and being used for THRDC sustainability.	\$6,800					\$6,800
Financial management systems are improved further and kept up-to-date.	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Skilled and sufficient staff and volunteers are recruited, motivated, capacitated and maintained for THRDC sustainability.	\$269,800	\$268,800	\$268,800	\$268,800	\$268,800	\$1,345,000
THRDC's governance system is improved and effectively adhered to.	\$31,960	\$31,960	\$31,960	\$31,960	\$31,960	\$159,800
Office working facilities are procured and efficiently used.	\$88,725	\$128,790	\$34,760	\$81,925	\$27,640	\$361,840
Monitoring, Evaluation and Learning (M, E & L) system is designed and being implemented.	\$44,400	\$44,400	\$44,400	\$44,400	\$44,400	\$222,000
Total	\$446,685	\$478,950	\$384,920	\$432,085	\$377,800	\$2,120,440



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